

Life Support For Private Membership Resorts

38 Simple and Inexpensive Ways To Survive And Thrive In Today's Economy

By Greg Allison

hat is the one thing most resorts and other businesses typically cut back on when money becomes tight? Service. Staffing. Training. The answer is usually marketing. This is because most companies, erroneously, view marketing as an expense rather than the lifeblood of their organization. Without marketing, and the sales that stem from it, you might as well pull the plug, draw the curtains shut and kiss your business goodbye.

Marketing (and sales) is the life giving, sustaining and saving force of any business. Stop the flow of blood to the heart or oxygen to the brain, and the body will die. In the same way, stop promoting and branding your resort to current and potential members and you'll experience stagnant growth, diminishing revenues, and are all but guaranteed an unprofitable and perhaps undesirable fate.

Now is the time to kick, scratch, and claw for your very survival by being more aggressive with your marketing and sales efforts than ever before. While competitors and others are pulling the sheets over their heads in fear and waiting things out in a sort of death watch, you can be out gaining and stealing market share from them.

To accomplish this you'll need to focus on three specific areas: I) Get back to the basics, the fundamentals that made you successful in the first place. Hard work, optimism, and a vision for the future have no bounds. 2) Protect and take care of your members like your very survival depended on it because it does. Greet every member and guest as if they were your very first. Treat them like royalty from the time they arrive until the time they leave. 3) Be creative. Be innovative. Shake every tree. Turn over every rock. There are lots of opportunities to generate sales and increase the value of your current membership base. You just have to think more creatively for ways to find them, and then take action.

Hopefully you're not ready to pull the plug just yet. What can you do, starting right now, to inject new blood and new life into your resort? What simple and cost-effective things can you do today to brand and market your resort with little money and effort? The following is a list of ideas and suggestions that may help to breathe new life into your resort. They are in no particular order of importance. Some ideas are obvious, simple, and proven methods, while others may not be so obvious and are more innovative. There is nothing that hasn't already been done; it's just that it hasn't been done as often as it should, or as effective as it could. Here we go.

I. CREATE YOUR "HAPPIEST PLACE ON EARTH"

What is the first impression a member or guest has of your resort? If it's not the warm, friendly and happy people, then something is wrong. Put your brightest and friendliest people at the entrance, front gate or registration area. They are the ambassadors to your success and to member satisfaction.

Your staff needs to create a culture of happiness, fun, relaxation and security right out of the gate. Create an environment where members and guests can escape the world and lose themselves in all that you have to offer. Become the face of the recreation lifestyle in your market. Be the positive ones. Be the fun ones. People will start to wonder what's going on at your resort and want to know why you are all so darn happy.

2. THE ROAD TO SATISFACTION

If your roads are paved, especially your main entrance, are there any potholes or cracks that need to be fixed? If some of your roads are not paved, do they need to be freshly graded? How about dust control? Potholes, ruts and dust result in member dissatisfaction. The road to your success is literally paved with good intentions, so make repairs as soon as they're spotted.



3. SQUEAKY CLEAN

One of the single most important rating factors in the service and hospitality industry is clean restrooms. Make sure rental bathrooms are squeaky clean before check-in. Assign the responsibility of checking and cleaning public restrooms throughout the day to someone. Next to dirty restrooms, overflowing and stinky trash containers are a big negative. Be sure to have someone check and empty these throughout the day, too. You'd be amazed at what a huge impact clean and tidy facilities can have on member satisfaction.

4. OPERATE ON YOUR HOURS

Are your hours more staff friendly than guest friendly? Do you accommodate the needs and wants of your membership or of your management? Review your hours of operation, check-in and check-out times, and country store, laundry and clubhouse hours to ensure you are offering convenience to members as well as capturing any available business from them. Even just an hour can make a difference between satisfied and disgruntled members, and perhaps result in a few extra dollars.

5. MORE THAN A THOUSAND WORDS

If a picture is worth a thousand words, then a smile must be worth at least a million. A smile is the most cost effective sales and marketing tools you'll ever use. Make a smile part of your standard uniform. Greet members and guests with a huge smile and wear it around wherever you go. A smile says a lot about you as a person, and speaks volumes about your resort's friendliness and hospitality. A cheerful and positive staff will make members want to come around more often, and they'll want to tell others about your (their) version of the "happiest place on earth."

6. DRESS LIKE YOU MEAN IT

Does your staff stand out or just blend in? Can members and guests easily identify them? Wearing logo'd shirts and/or hats as part of a uniform does two things: I) It makes a strong statement about your professionalism and commitment to quality and service, and 2) It creates a sense of pride and ownership in your staff that gets reflected in their work and attitude. Here's an idea: Why not put

your staff in T-shirts that have your resort logo on the front and the word "SMILE" in big, bold letters on the back. What kind of impact do you think that would have on the culture at your resort?

7. ALL FEEDBACK IS GOOD FEEDBACK

There is no such thing as bad feedback when that feedback comes from a member or guest. Everyone likes to be listened to and made to feel that what they have to say matters (even if not acted upon). Do you speak directly and often with your members to find out what they like and dislike? Do you have a standardized mechanism in place for gathering regular feedback on such things as operations, service, activities, facilities and amenities? Stop guessing what you believe members think, want or need, and just ask them. You will uncover issues and discover goldmines you didn't know existed.

8. REFERRALS MEAN GREEN

Members know your product. They believe in your product. And they've already plunked down hard earned cash for your product. Who better to help evangelize the product then them? Do you have an established program whereby members can provide referrals? Are they handsomely rewarded for referring their friends and associates? Encourage members to bring first-time guests with them, and make it easy and affordable (FREE) for them to do so. Prepare and distribute resort information packets as they leave, so they can share these with their friends and associates.

9. MINGLE WITH THE MASSES

No one has a greater stake in the success of a resort and the satisfaction of its members then does ownership and management. Developers and managers are the resort's de facto ambassadors, and as such should be out and about mingling with members as much as possible. Don't worry about the stack of paperwork on your desk; it will still be there when you get back. Members like to rub shoulders with management because it makes them feel special and connected. Visitors will be impressed with the personal touch and interest given from "the boss." Knowing each other on a first name basis says a lot about your management style and the personal atmosphere at your resort.



10. LAY OUT THE WELCOME MAT

Never turn anyone away at the gate. You never know who someone is and whom they might know. Every drop-in or passerby is a potential customer. Hundreds of dollars could be spent trying to get someone to come visit your resort. This one's free. Let them use your phone or restrooms, or get a drink of water if they need. Introduce them to the salesperson and offer them a quick tour. Before they leave give them a free map of the area with your resort information on it. Provide a memorable experience, no matter how short or what the reason. Word-of-mouth is a powerful marketing tool.

II. SCRATCH EACH OTHER'S BACK

Is your staff as invested in your resort's success as you are? Are they cross-trained on all important aspects of your operations? Do they understand that the members, not you, are who really pay their wages? Make your staff more valuable by training them with important skills in a variety of areas, and then compensate and reward them accordingly. Set up a schedule to cross-train staff on everything from running a cash register, to checking someone in, to setting up a volleyball net. Help them build their skill set and grow professionally. In return, they'll not only work harder but smarter, and they'll be better equipped to take care of your most important revenue source — your members.

12. KEEP THEM LOOPED

Managers usually make a point to clue in the people working at the front gate or registration area about what's new and going on at the resort, but what about the rest of the staff? Did you ever think about how many members and guests talk to the people mowing the grass, emptying the trash, cleaning the fire rings or repairing the whatever? The Walt Disney Company did a research study at their theme parks years ago, which showed that more visitors asked their trash collectors and grounds people for directions and about park attractions than any other group of employees. Consequently, Disney instituted a daily briefing just for their maintenance crews. Take time everyday, especially during your peak season, to brief and update every resort employee on what's going on.

13. HIRE WHAT YOU CAN'T TRAIN

One of the most overlooked opportunities to promote your resort is through skilled and knowledgeable staff. Your employees have more interaction with members and guests, and more contact as a group with potential customers in the community than anyone else. Be sure to look for positive attitudes, outgoing personalities, and good mannerisms when hiring full or part time, or seasonal employees. These people qualities are natural and instinctual, and should be considered among your most valuable assets. You can train everything else. You can't train a person to be outgoing and friendly.

14. GET YOURSELF NOTICED

Some shows are better than others, and some are absolute musts if you are to be considered a player in the resort game. Do you have a set schedule for participation in local and regional shows that are relevant to your industry or area? Are you registered for these shows well in advance for planning and pre-show marketing purposes? Is your booth in good shape and does it stand out from the others? Do you have a compelling and unique selling proposition to offer, rather than just cheap gimmicks or giveaways? Make the most out of your attendance at shows. Volunteer to speak on a related subject matter. Provide a giveaway. Sponsor a seminar or one of the breaks. Don't just sit at the booth and hope they come. Get yourself noticed.

15. THE SAME OLD OR THE NEW "NEW"

Members return year after year, and each year they ask the same question, "So what's new?" Hopefully, you have a lot to say. It is very important to make at least one or two major or minor improvements each year, even if they are just cosmetic in nature. Slap on some fresh paint or new siding. Replace lower wattage light bulbs with brighter ones. Freshly grade or pave roads. Install new recreation equipment. Plant new trees or flowers. New doesn't have to be big and expensive, it just needs to be new or even refurbished. Members will appreciate it and feel like they're getting value for their money. Be sure to call attention to these changes and additions on your website, in your newsletters, and even during check-in.



16. THE SIGN OF GOOD BUSINESS

The old adage that "A good sign is a sign of good business" is true. Do you have a visible, attractive and welcoming sign at your entrance? Can members and visitors easily spot you from the main road? Have you posted resort markers near major junctions and intersections leading to your resort? Signs and markers are excellent opportunities to get your name in front of tens of thousands of travelers (all potential customers by the way), 7 days a week, 365 days a year.

Additionally, think about what your on-site directional signs, site markers, cabin identifiers, and building names say about your resort? Are they clearly marked and visible? Members and guests shouldn't need a map, compass and personal guide to navigate their way around the resort, but provide these just in case they do.

17. SECRET SHOP YOURSELF

Quietly take a notepad and walk around the outside and inside of your resort every week (and every day during peak periods). What do you see? What do your members see? Look at your roads, walkways, windows, restrooms, fire rings, play area, picnic tables, lake frontage, poolside, trash receptacles, dog run, lighting, etc. Make a note of everything that is out of place or in need of repair or improvement. Take a tester and check all electrical, phone, TV and water hookups to make sure they are in proper working condition. Stand back and observe your registration, sales, store, activities and maintenance staff doing their jobs. Do they need additional training or reminders? Now consolidate and prioritize your list, assign someone to get each item done, and schedule a date/time when they will be completed.

To go even deeper, find someone to mystery shop your resort by pretending to be a visitor or interested buyer. This can be a relative, friend, neighbor or someone from your church, just as long as nobody knows them at the resort. Prepare a list of questions you want them to ask, and things you want them to take notice of during their visit. Afterwards, have them share their impressions and experience with you and your staff in a meeting. Use this information to get better, not point the finger. It will be one of the

most valuable, eye-opening training tools you'll every use.

18. DON'T LEAVE THEM EMPTY HANDED

When a member or guest arrives at the resort, be sure to give them a flyer with your upcoming activities and events, a coupon for something on special at your store, and maybe even a piece of candy. Before a member or guest leaves the resort, ask if you can make a reservation for their next visit, hand them referral program information while their wonderful stay is still fresh in their minds, or give them a "how was your visit" postage paid reply card to fill out and send back, which automatically enters them into a prize drawing. And don't forget to give them a little treat or bottle of water for their trip home. A little extra goes a long way.

19. PERSONALIZE THEIR EXPERIENCE

Personalized service is the hallmark of all great resorts, hotels and cruises. Little things like greeting members by their first names, providing a turn down service with chocolates on the pillows in your rentals, or having cut firewood ready to light in the fire rings, are just a few things you can do to make their experience truly an "experience". Host a "welcome hour" for recent arrivals at the start of every weekend. Provide light snacks, coffee and lemonade, and offer a quick overview of what's new at the resort and scheduled activities. And don't forget about the pets — people love their pets so having something for them would be a nice touch.

20. THE NAME OF THE GAME

Participation in games, activities and events equals more fun and increased membership value. Actively promote your activities and events, don't just post them on a wall somewhere. During check-in give everyone a list of events and activities for the week or weekend, and maybe highlight a few that they won't want to miss. Review and adjust your calendar of activities often to make sure you have something going on that appeals to all age groups and interests. Make sure to keep the most popular ones around, but don't be complacent. Put a new spin on old favorites, and introduce brand new activities to keep things fresh and lively...and unpredictable.



21. MERCHANDISE YOUR GOODIES

Are you merchandising your store like a 7-11, the masters at convenience retail? Are your items relevant to the season? Do you have adequate stock? Do you have daily or weekly specials on "soft" items like food and beverages, and are they clearly advertised? Do you sell a signature item or local favorite that people can only get at your store like artisan baked goods, preserves, jewelry or crafts? If not, find or create something unique or special you can sell. Do you merchandise branded resort items like T-shirts, caps, coffee mugs, hiking sticks, etc? Don't just imprint your logo on these, make theme unique by adding your resort slogan, a catchy local saying or creative artwork. Do you have items that you thought would sell but no one's been buying? Put them on special or clearance so you don't get stuck with unwanted and costly inventory.

22. STAY IN TOUCH

Reach out to all your members who haven't visited in awhile and invite them to come back. Send them a postcard invitation, a newsletter with upcoming events and activities, or a flyer of what's new at the resort. If you've repaved the roads, planted some new trees, or added a new pool table, tell them about it. Find things of interest to share with them so they can see the value of their membership and take advantage of it again. There's no place like home, unless it's your resort. Invite them back with welcoming arms.

23. WILL WORK FOR WORKSHOPS

Invite local industry, business, and hobby experts to facilitate a series of "how to" workshops at your resort in exchange for a free night stay or weekend access to your amenities. Topics could include: car care, investments, healthy living, genealogy, picture taking, bird watching, fly fishing, vacation cruises, etc. Promote these workshops to members and the general public in the calendar/events sections of local publications, on community message boards, and at churches and civic centers. The idea is to provide a free community service and get people to your resort that otherwise would likely never come. Be sure to make resort literature and tours available at each workshop.

24. B2B NEIGHBORLY OUTREACH

Hold a free open-house event once a year for civic, business, religious and educational leaders to tour your resort and find out more about you. And don't forget the people working at nearby gas stations, restaurants and welcome/visitor stations. Chances are these people come across your members and guests more than you think. Wouldn't it be great if they had something wonderful to say about you? B2B outreach is all about creating goodwill and generating word-of-mouth advertising by increasing your exposure to people who are already making a difference in your community.

25. TRADE OUT'S AND TRADE OFF'S

Do you need a prize for a contest, incentives for your member referral program, or premiums for your tour generating activities? You have something of value to offer other businesses in your area (your resort), as do they (their goods and services). Why not arrange a trade-out for gift certificates with a local restaurant, golf course, car wash, movie theater, hotel or attraction in exchange for a free night's stay at your resort? Invite a local media personality (radio, TV, columnist) to a free weekend getaway at your resort as part of a radio contest or charitable cause, in exchange for radio spots and free mentions. You'll get more airtime than you could have ever hoped to buy dollar for dollar. Get more out of what you already have, rather than put out cash for what you need.

26. CREATE YOUR OWN "TOP WHATEVER" LISTS

People love fun, informative and interesting lists. David Letterman of the Late Show has made a career with his Top 10 lists. Try creating a bunch of "Top" lists for your resort. For example: Top 5 hiking trails; Top 3 fishing holes; Top 7 picnic areas; Top 3 romantic spots, or; Top 4 bird-watching points. You are limited only to your imagination. Get your staff involved. Invite your members to include their input. Then make these lists available as part of a weekly or monthly series on your website, blog or newsletter, and remember to include write-ups and photos.



27. MAKE YOURSELF FAMOUS

Is your resort known for anything in the community or region other than being a private membership resort? Exclusivity should not mean invisibility. Think about hosting or sponsoring a music festival, community cookbook, chili cookoff, Special Olympics event, fathers & sons campout, mothers & daughters fashion show, horseshoes competition, 5K/10K race, woodsman olympics (wood cutting, tree climbing, timber hauling, log rolling), fish casting competition, vintage car show and rally, art show, dog show, or wine tasting club, and make it open to the public. These can involve substantial planning and effort, so decide on whether or not the advantages for your resort are worth the time and cost.

28. PLAY "MICE" WITH LOCAL CORPORATIONS

Work out a special MICE (meeting, incentive, conference, event) package for local companies to hold their next off-site at your resort. Companies are always looking for new and interesting venues to hold corporate meetings, management retreats, and company outings and picnics. Don't wait for them to come to you. Put your package and marketing materials together and distribute them personally to corporations in your area. You may also want to contact professional meeting planners as well. Leave these materials only with the decision-maker and set an appointment, if you can. Be sure to invite them up for a tour, or even a complimentary night stay, to familiarize themselves with all your resort has to offer.

Promoting your resort and facilities during offseason, non-peak, or weekday periods can accomplish two things: I) Generate additional, incremental cash flow during traditionally slow periods, and 2) Introduce your resort to successful business people who have the income and proclivity for exclusive memberships.

29. PROMISE 100% SATISFACTION

This is much different than a money back guarantee. If you are doing what you are supposed to be doing in providing superior facilities and services to your members, delivering a promise of satisfaction should be no problem. Make your 100% Satisfaction Promise clearly visible throughout your resort, and in your sales and marketing materials. This promise conveys a

message of quality, value, commitment and service to both member and staff alike. Train on it, practice it, and live this promise everyday.

30. GET A WEBSITE MAKEOVER

If you ever hear members or guests saying that your resort is "so much nicer than on the website", you're in need of a makeover. Your website is your resort's store window to the world. Does it show an accurate portrayal of your people, your amenities and your members? Remember, you are not just selling a membership but a way of life, an outdoor recreation lifestyle experience, and memories for generations. Does your website do this? If not, here are four simple and inexpensive things you can do right away:

- I. (Updates) When was the last time you visited your online storefront to read and see what was there? When was the last time you added, revised or improved your photos or information in any way? Website content and imagery should be updated at least 2-3 times a year to keep it fresh. Frequently adding new photos of members enjoying activities, current special events, new equipment or buildings, store specials and up-to-date calendars keeps your website dynamic and useful.
- 2. (Photos) Look at the photos on your website and ask yourself if they would make someone want to visit your resort or, better yet, drop down thousands of dollars on a membership. If your answer is no to either of these, then you need new photos. Your website photos need to be sharp and in focus. And they need to "say" something about your resort not just show it off. Hint: Nobody really cares about a picture of your sign or pool or playground (no matter how proud you are of them and how much they cost you). Scenic or still shots of buildings and amenities have their place, but lifestyle images are far more powerful and interesting. Take pictures of your members interacting and enjoying your facilities and amenities, and participating in activities (but be sure to get their permission to post these on your website first). So unless you have photos of your entire staff waving at the entrance or kids playing on the jungle gym or people canoeing and fishing on the lake, you're not creating the kind of interest you need in the eye of the viewer.



3. (Optimization) Is your website search engine friendly? Can people find you easily without knowing your exact website address? At a minimum your website should be optimized for branding and location searches. Review your keywords and description and title Meta tags, and make sure these are on every page of your website. Use keyword-rich content (but be careful not to over use keywords) throughout your website in order to capture typical search terms and phrases entered by people looking for similar things. Remember to also include a site map in your source code. The search engines and web crawlers will use all of this information to index your website, which will help lead to higher page rankings down the road.

4. (Links) By having other websites link to your website you will greatly improve your chances of moving up in the search engine page rankings through what is called link popularity. Find as many relevant external companies and organizations as you can, and request that they add a link to your website on their website. Contact national, regional and local industry organizations, associations, civic groups (Chamber of Commerce and Kiwanis Club), vendors and RV dealerships, and request that they add a link to their website in exchange for you doing the same on yours. Requests can easily be done by contact via email, and your website provider can easily add links to your site for little or no cost.

31. GET YOUR GOOGLE GOIN' ON

When someone is searching on the web for resorts in your area, does your resort appear? Google offers a free Google Maps listing to anyone who wants to take 5 minutes to set it up. Just go to Google.com>Business Solutions>Local Business Center>Google Maps and then enter your information. Google local business listings include your name, address and a map on how to find you. Your listing can also include a picture of your resort, and brief description of hours and services. It's simple to do. And best of all, it's free!

32. JOIN THE BLOGOSPHERE

A blog provides a simple, effective and fun way for you to stay connected with your members while they are away from the resort. By creating a sense

of community and social ownership, a blog offers an open forum whereby you can communicate ideas and plans directly with your members, and they in turn can share their comments about these with you and with each other.

You can start your own blog for free in no time on services like WordPress or Blogger. Or for a little extra money, you can integrate a blog with your existing website, which is pretty slick.

33. KEEP THEM CONNECTED

Make it easier for members to stay in touch with the outside world and remain accessible to family and friends during their stay. Make the Internet (or at least email) readily accessible by installing Wi-Fi capability in cabins and in general areas. Create a computer station with monitor and printer for your member's use. Additionally, if your resort does not have cellular service or good reception, provide a phone message service for in-coming calls in case of emergency.

34. GIVE THE WOW

Your marketing and premium have enticed a prospect to take a tour. Now what are you going to do to blow the prospect away? Does your sales presentation and tour create a buzz with guests that will be remembered, and better yet shared, long after they leave? Do you focus more on building a relationship than on your buildings or closing a sale? The old adage, "Features Tell. Benefits Sell." is exactly right. If your resort is everything you think it is, it will sell itself. Your job is to talk about the benefits of membership and appeal to people on an emotional level. Don't just show off your beautiful clubhouse, pool or lake. Emphasize how these will be available and accessible for their exclusive use. Focus on how their membership will impact their quality of life, and how it will create fulfillment and memories for them and their families for years to come. Focus on the benefits and half the sale is already made.

As part of your tour, make a point to introduce guests to your resort staff and let them share in their own words what it's like to work at the resort and with members. Be sure to introduce them to as many "screened" members as you can



and allow the prospect and the member to have a conversation without you for a few minutes. Invite the prospect to come back with their family and stay for a night or weekend on you. And when they do, roll out the red carpet.

35. LET MEMBERS DO THE TALKING

Sorry, Mr. Salesperson, but the best sales people at your resort are your current members, not you. Few tools are more powerful in marketing and sales than testimonials from real live customers. Having nice things said about you in writing is good, but on video is a hundred times better. Check that; a thousand times better. Your members will sell your resort with more credibility and genuine enthusiasm than you ever will. Place member video testimonials on your website. Show them during sales tours. Give prospects a DVD copy to take home with them to show their friends and family. With today's affordable digital camcorders and simple plug and play technology, there's simply no reason not to take advantage of this powerful tool.

36. BEST PRACTICES EXCHANGE

Establish regional developer/manager groups that meet quarterly to share best practices on management, operations, sales, marketing, and activities. These groups are the best places to exchange ideas on what's working and not working. Create an online forum for owners and managers to freely exchange their ideas and pose questions with the rest of the group.

37. DO YOUR HOMEWORK

Take time each year to research and review your membership base. Who are they? Where and how far did they come from? How many came? Did they bring a guest? How often did they visit? How long did they stay? What did they purchase or rent? What activities did they like? Use this information to improve or add to your product and service offerings to better meet the needs of current members, as well as attract buyers that match your members' profile.

38. MIXED-UP MARKETING

First, decide on what you want to accomplish with your marketing efforts (brand recognition, sales leads), who your target audience is

(demographics, psychographics, geographics), and what messages you want to deliver (trial offers, awareness). Then create a simple, workable, and efficient mini-marketing plan for achieving them.

Don't be afraid to experiment with both traditional and out-of-the-box marketing tools to get your message across. Develop an integrated multi-media (print, outdoor, electronic, web) campaign designed to create buying touch points with your audience within a specified time period. Test your offers and combinations, and change up your design and formats. Mix things up with direct mail, HTML email, print advertising, or local radio and cable TV spots. Remember, it typically takes between 7 and 9 touches for your message to break through the clutter, so stick with it.

Plan your campaign and then work your plan. Be methodical yet flexible, but don't cut yourself short too soon if you don't see results right away. Remember, just one membership will more than pay for the amount you are spending on marketing, if you budget correctly.

So there you have it: 38 ideas and suggestions for breathing new life into your resort, and surviving and thriving in any economic environment. Did something new jump out at you? Were you reminded of a practice that made you successful in the past that you've let slip over time? Maybe a brilliant idea was sparked in your mind while you reading another idea. Write these down. Better yet, act on them now.

Don't try to tackle every idea suggested here. Pick two or three things to focus on and then implement them as soon as possible. When you've mastered these, pick several more and continue doing so until you've exhausted every possibility and opportunity. It's all there in front of you. Go for it!

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