



# CASE STUDY:

BENEFITS TO HAVING A FULL-TIME SQUASH  
MANAGER(S)

**KAWAROA PARK SQUASH CLUB**



**SQUASH**  
NEW ZEALAND

## OVERVIEW

There are a number of ways to manage a squash club. From having full-time paid staff to relying completely on volunteer administration, it can be a difficult decision for a club to make. With Squash Clubs being so unique, there is no one solution that will suit every club.

Kawaroa Park is an example of a Squash Club operating a successful paid staff operation, deciding to employ a Club Manager to handle the day to day administrative tasks. The club were aware of the potential risks and decided that the potential gains were worth pursuing.

### CHALLENGES

#### Reliance

There is the general perception that having someone in a paid role means that no one else has to do any of the required work.

#### Processes

Having processes for dealing effectively with growths in membership and activity.

#### Perception

Squash clubs in general have not been perceived as very welcoming or inviting for people other than existing members.

#### Engagement

There was a lack of club contacts and suitable activities to engage new people to the club.

### SOLUTIONS

#### Delegation

Roles are defined by job descriptions and the Club Manager delegates any extra and specialised duties to club members and supports them to perform these roles by handling all of the administrative tasks. This also ensures the Manager does not 'burn out' from having too much work.

#### Administration

To engage with the membership and community and be perceived as more accessible, the Club Manager is available throughout the day and helps establish programmes to suit the different needs of the community.

### RESULTS

+100K

Increase in annual club operating turnover in 20 years.



Engagement with the community and members.



Customer experience from having regular access to staff.

## CONCLUSION

The difficulty with finding, training and rostering suitable volunteers to run the club was solved with a Manager employed to manage the club's administrative tasks. Having a dedicated person in place has allowed the club to open its' doors to the public more often and has also freed up members to take care of the specialised aspects such as coaching and running events to a higher standard.

The club have noted that "our main focus at the Kawaroa Park Squash Club is customer service – and having someone on site to meet and greet, answer the phone and add the personal touch makes for a better squash experience."