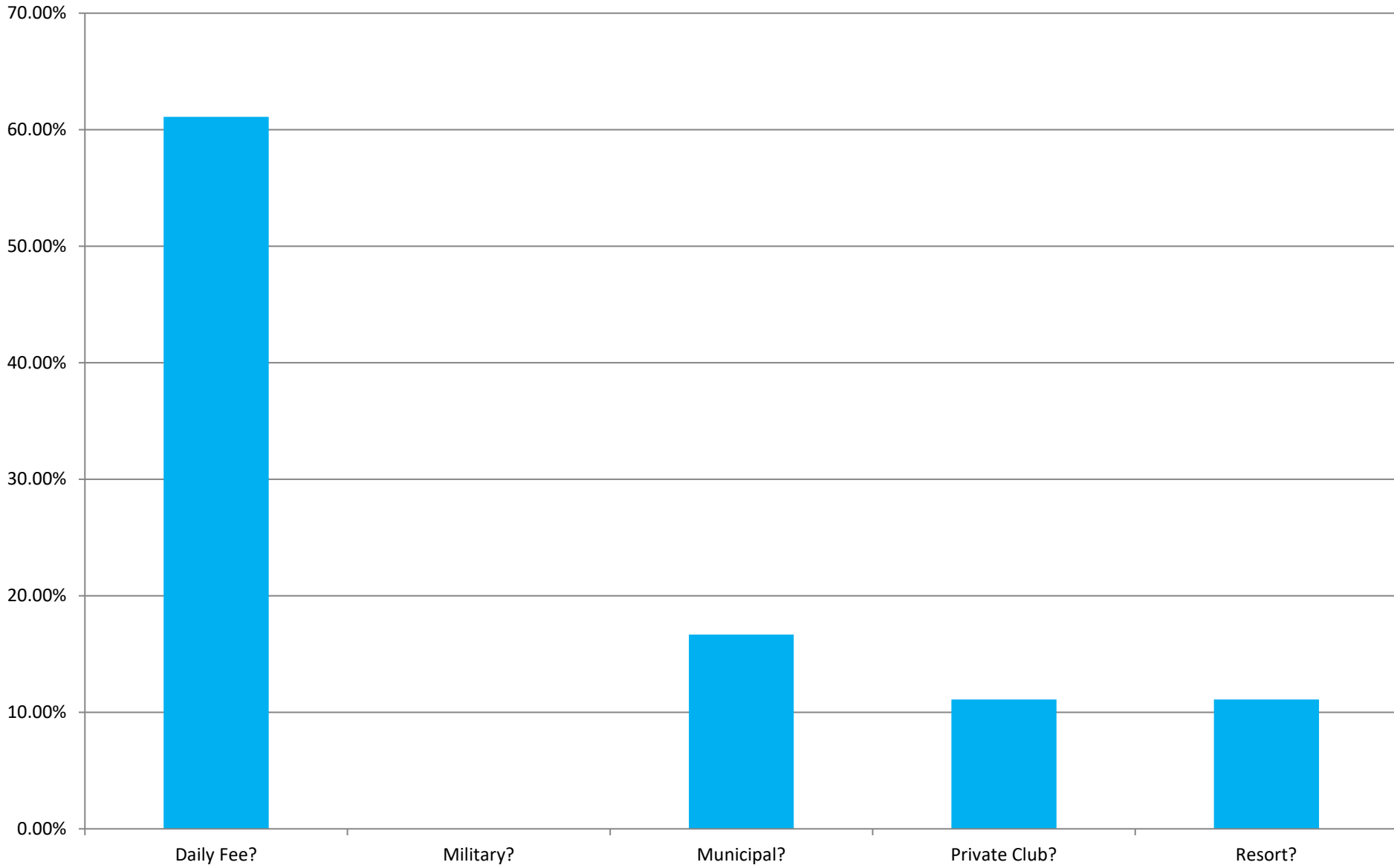


VISION 2021

Spring Training: Industry Trends Survey Results

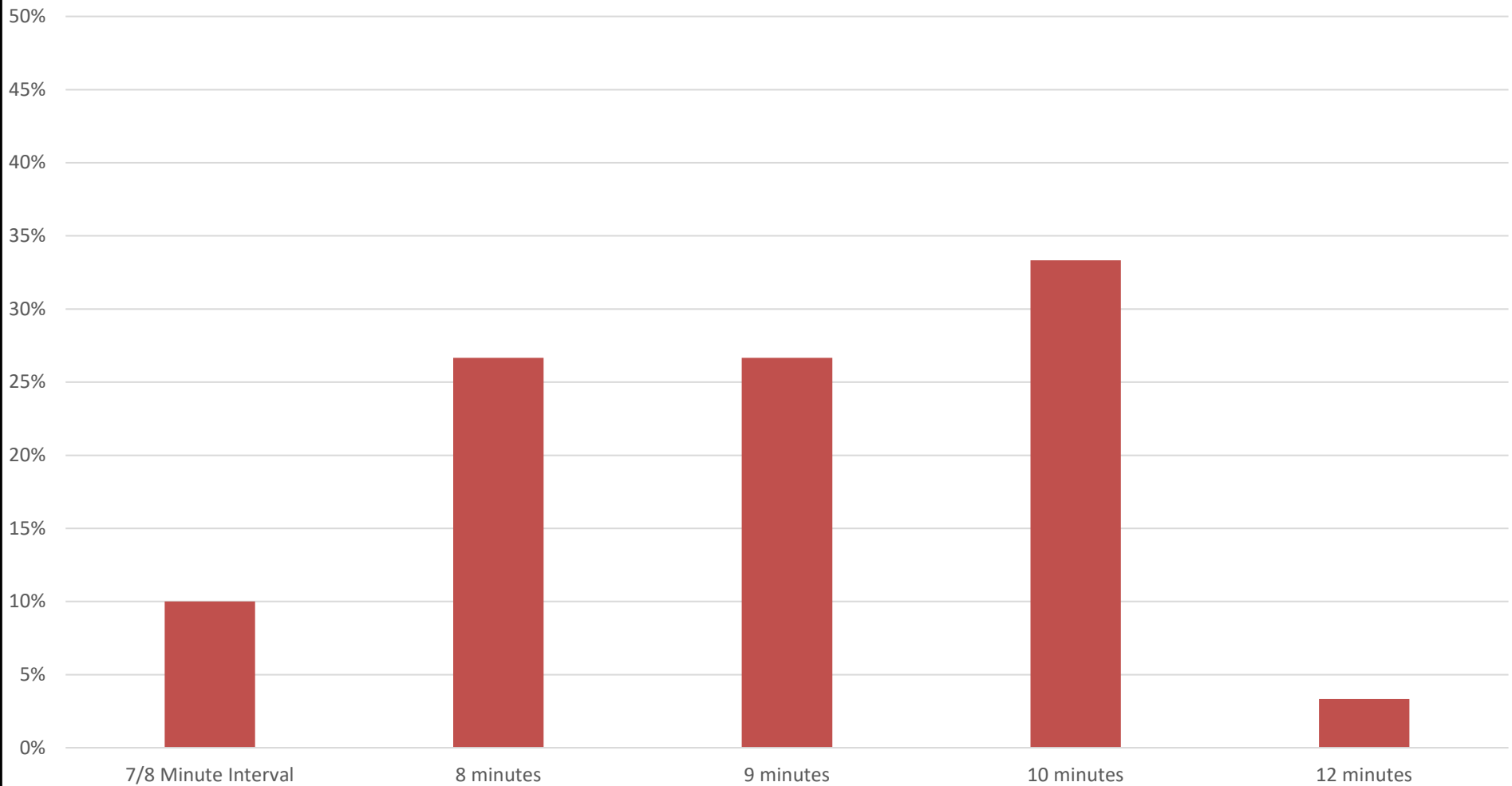
Conducted January 31 –
February 18, 2021

Is Your Golf Course a...



What is the ideal tee time interval for your golf course that optimizes pace of play and maximizes revenue?

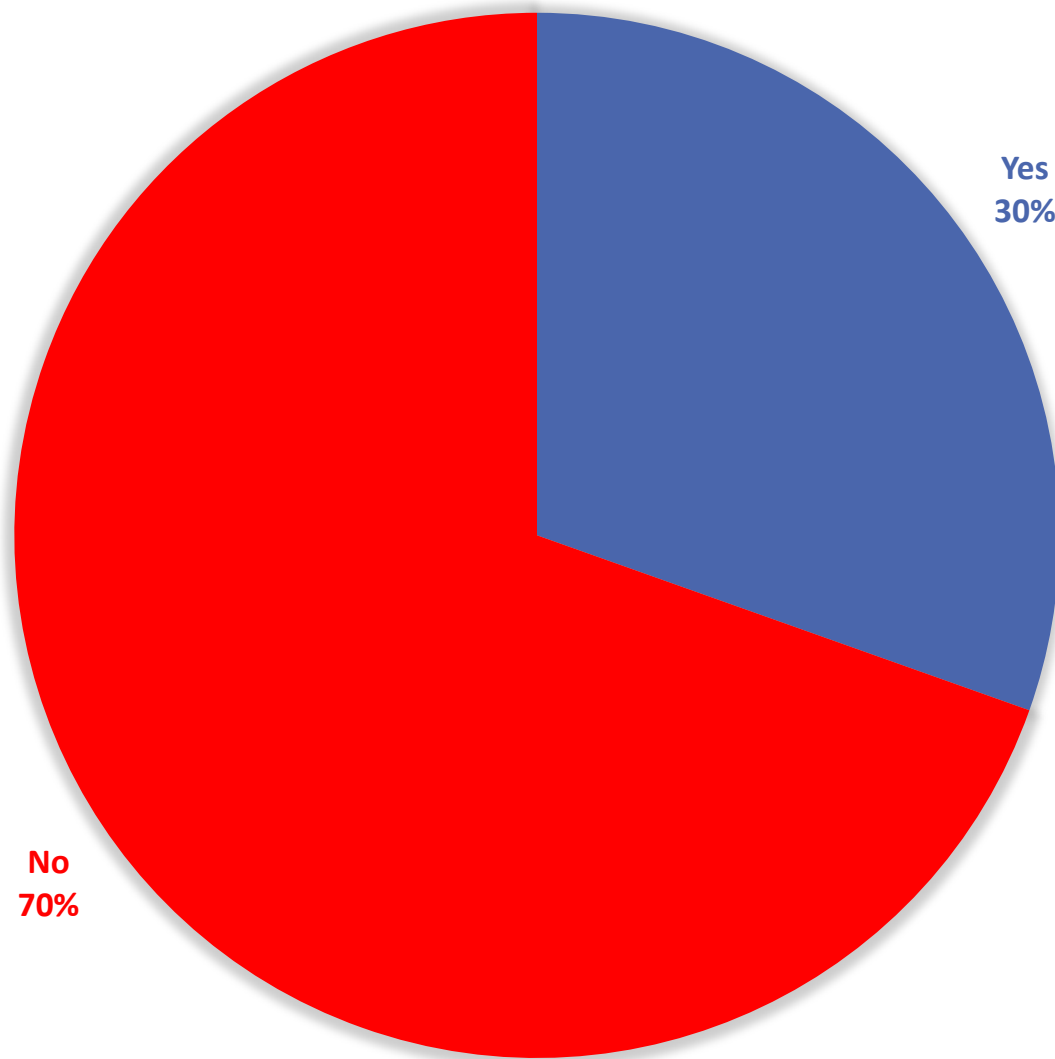
Average Green Fee \$54 – Average Cart Fee \$17:



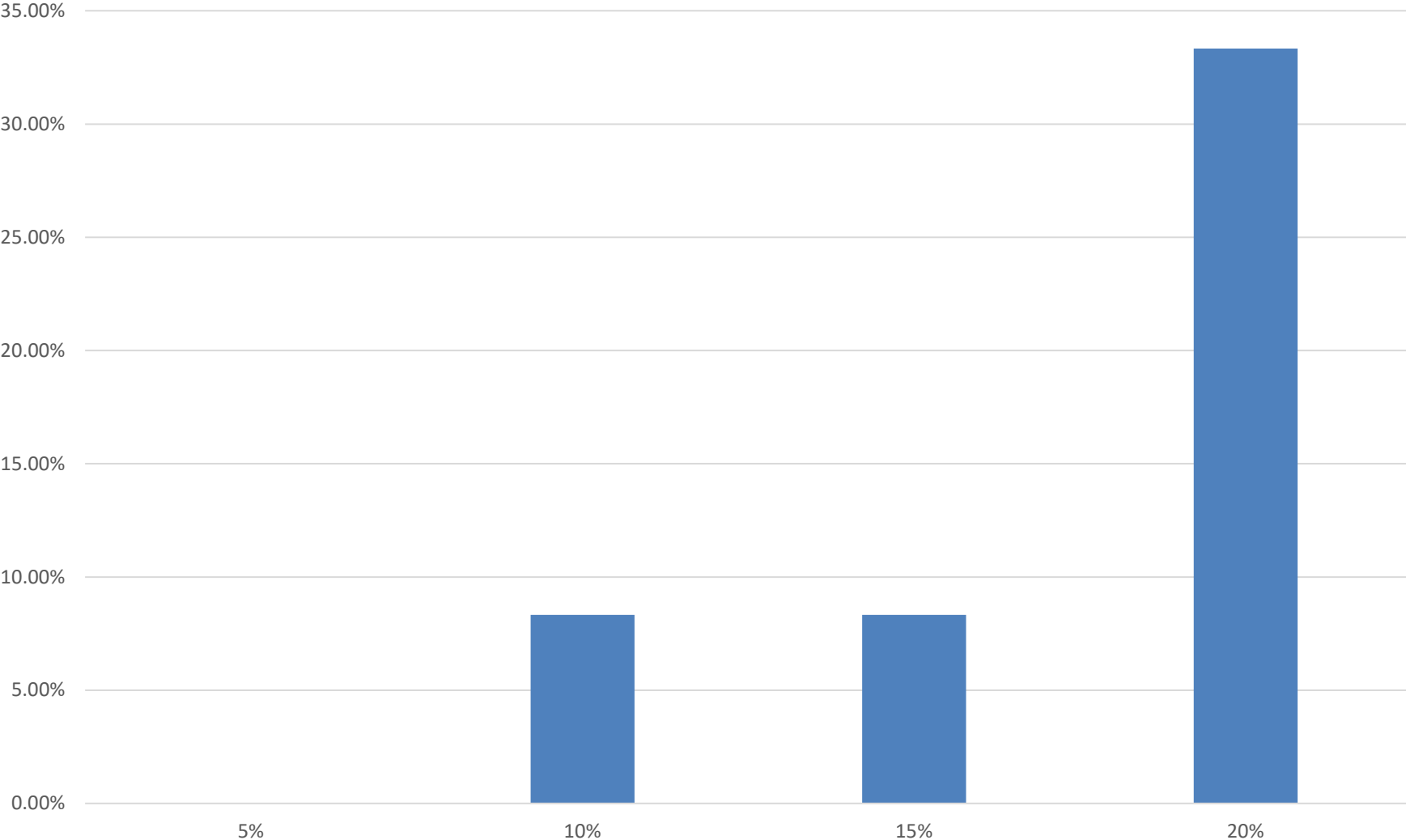
Cost of Using Ten-Minute Intervals vs. Eight-Minutes: \$159,638

Hours Available:				
First Tee Time	7:00 a.m.			
Last Tee Time (2 hours before sunset)	6:00 p.m.			
Minutes Available	660			
Tee Time Interval	7 & 8	8	9	10
Tee Times Available	88	83	73	66
Maximum Golfers Per Tee Time	4	4	4	4
Average Number of Golfers Per Tee Time	3	3	3	3
Course Utilization	50%	50%	50%	50%
Golfers at 50% of Capacity	176	165	147	132
Playable Golf Days	215	215	215	215
Projected Starts	28,380	26,606	23,650	21,285
Revenue Per Player: Green Fee + Cart	\$30.00	\$30.00	\$30.00	\$30.00
Projected Daily Revenue	\$851,400	\$798,188	\$709,500	\$638,550

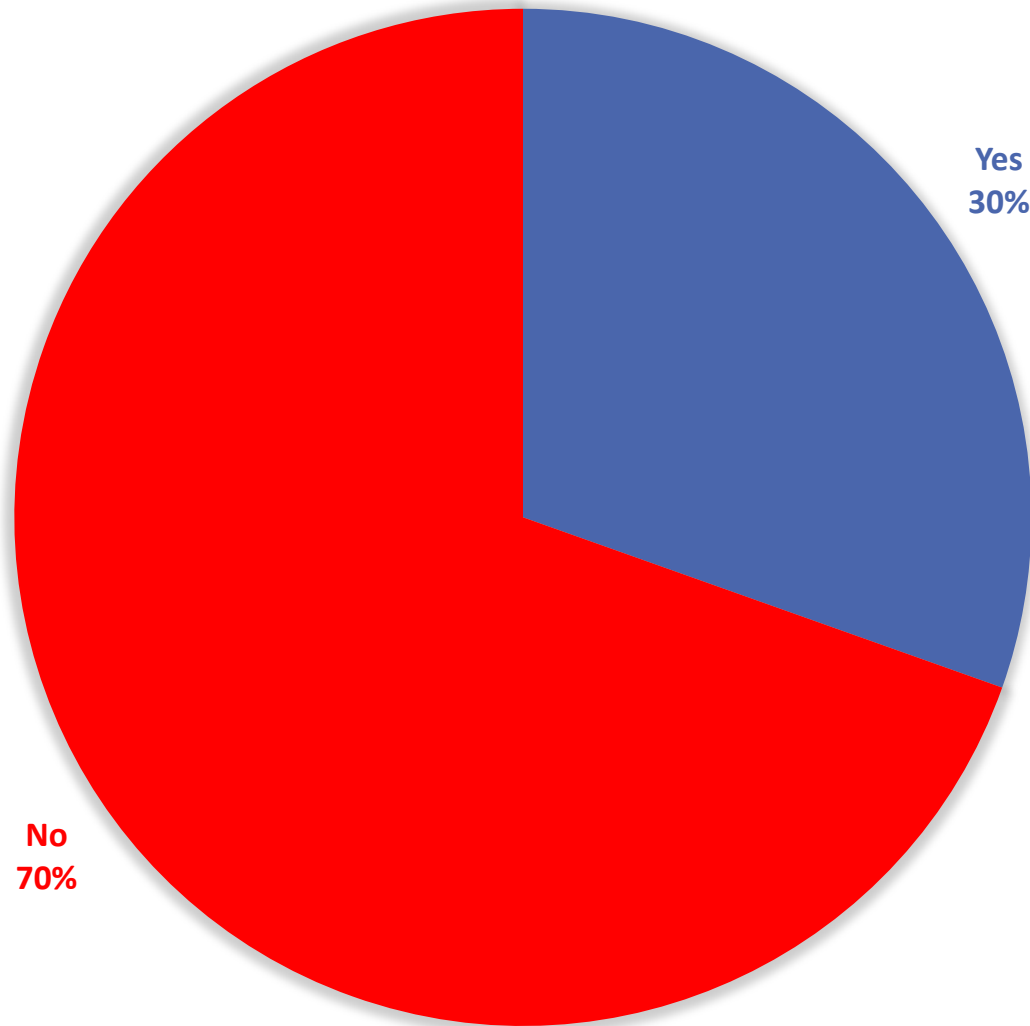
SHOULD A SPRING GOLF RATE BE OFFERED?



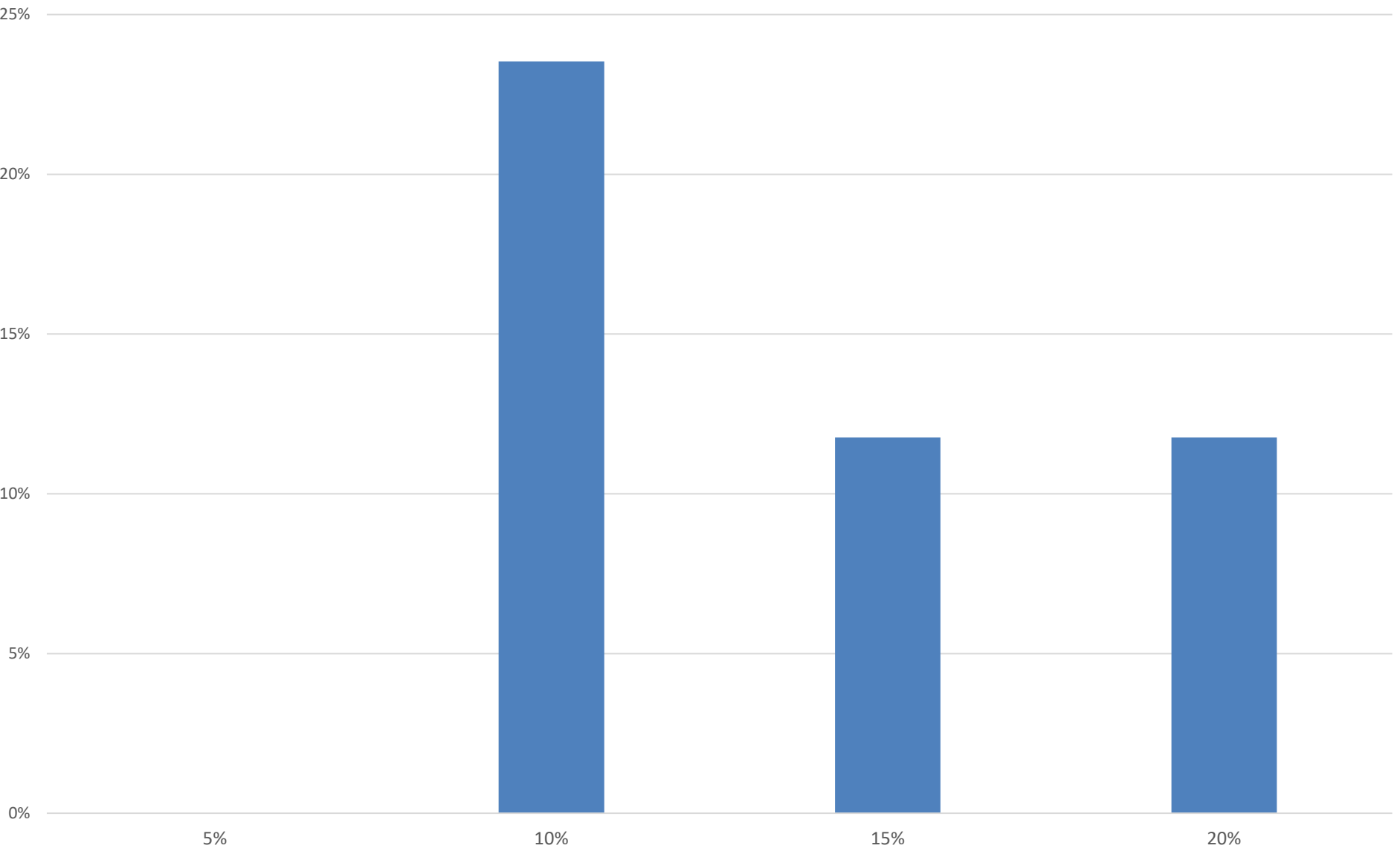
If You Believe A Spring Rate Should Be Offered, What Discount Percentage Should be Provided to the 18 Hole Green Fee and Cart?



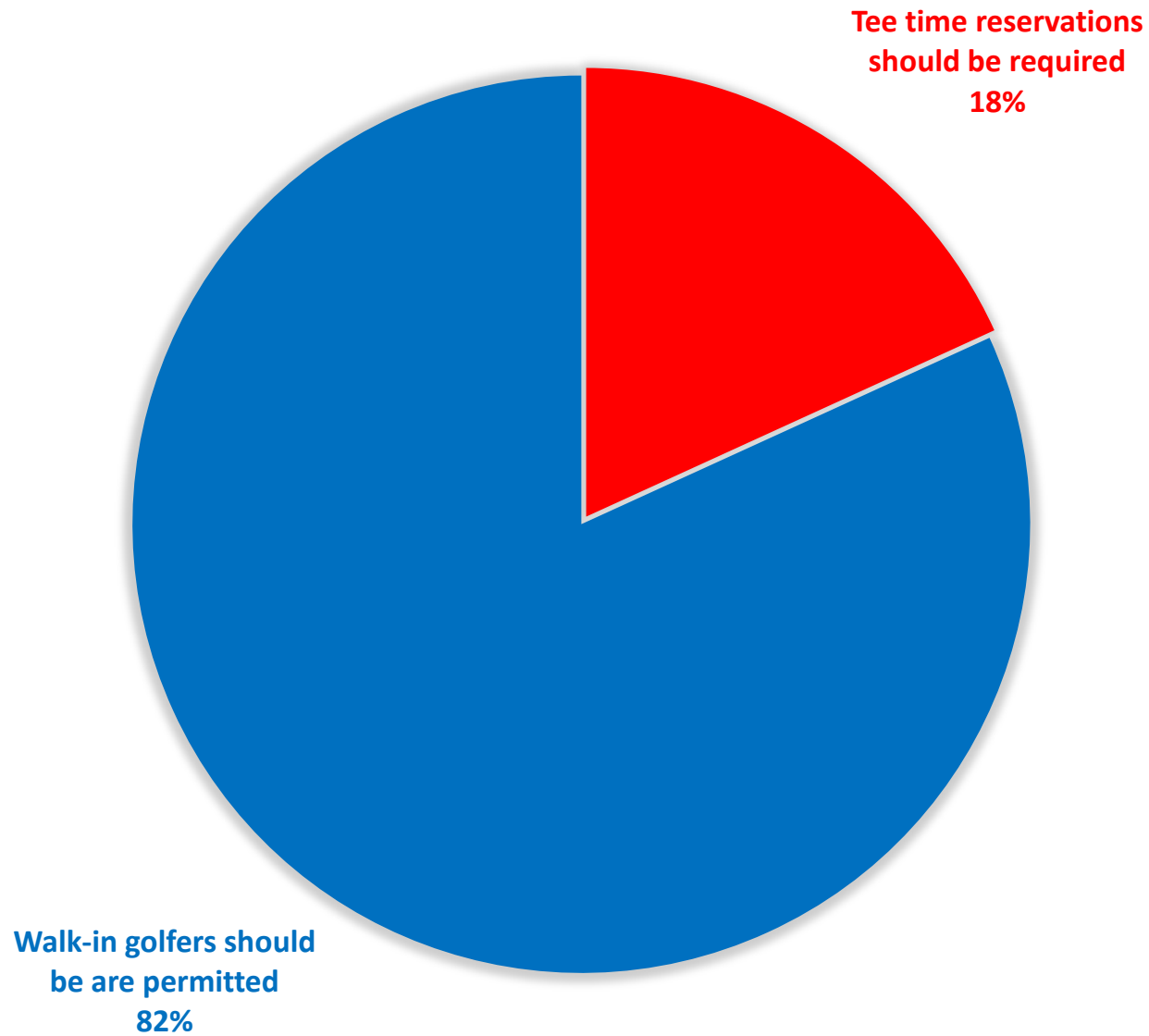
SHOULD A FALL GOLF RATE BE OFFERED?



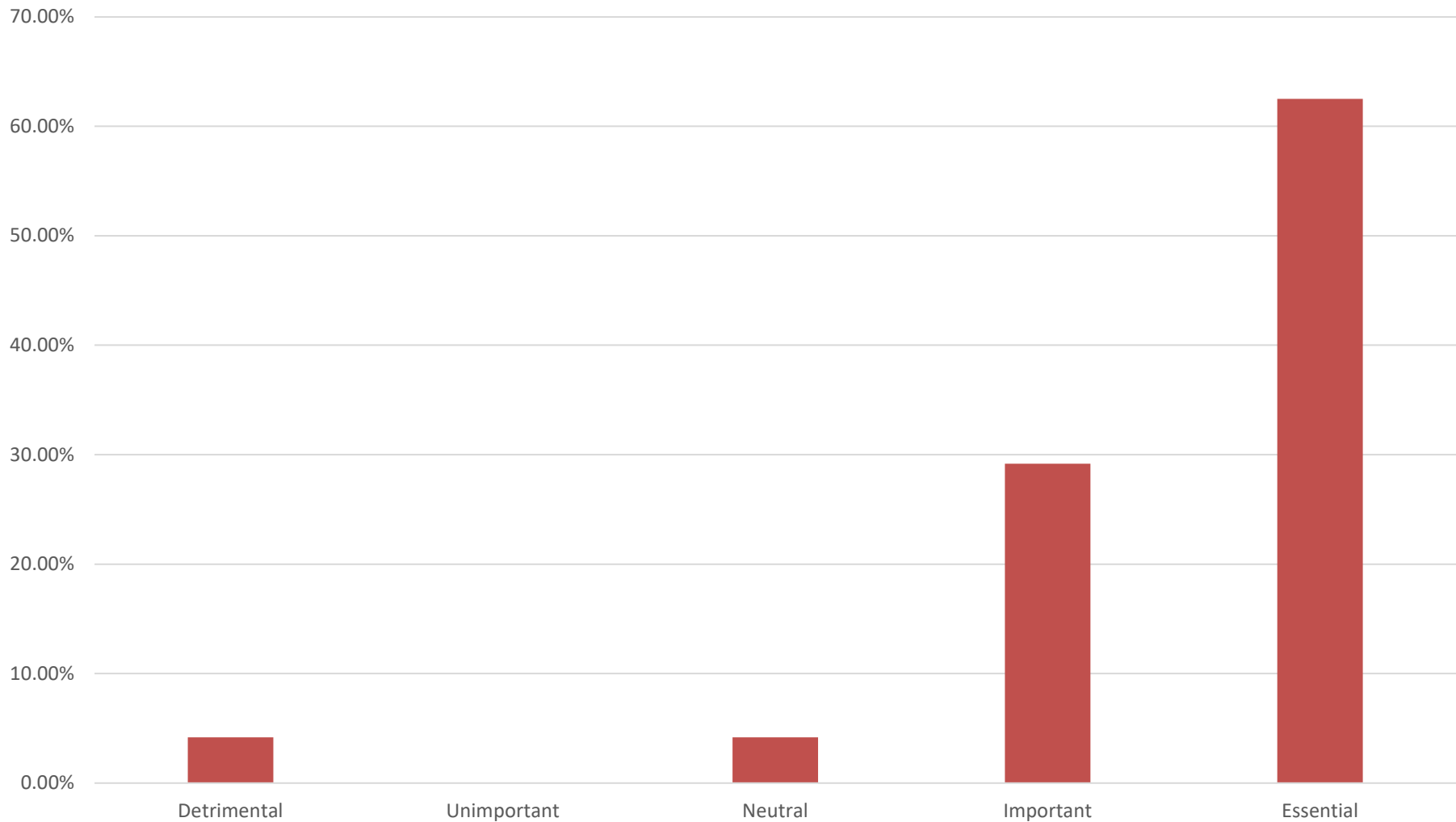
If You Believe A Fall Rate Should Be Offered, What Discount Percentage Should be Provided to the 18 Hole Green Fee and Cart



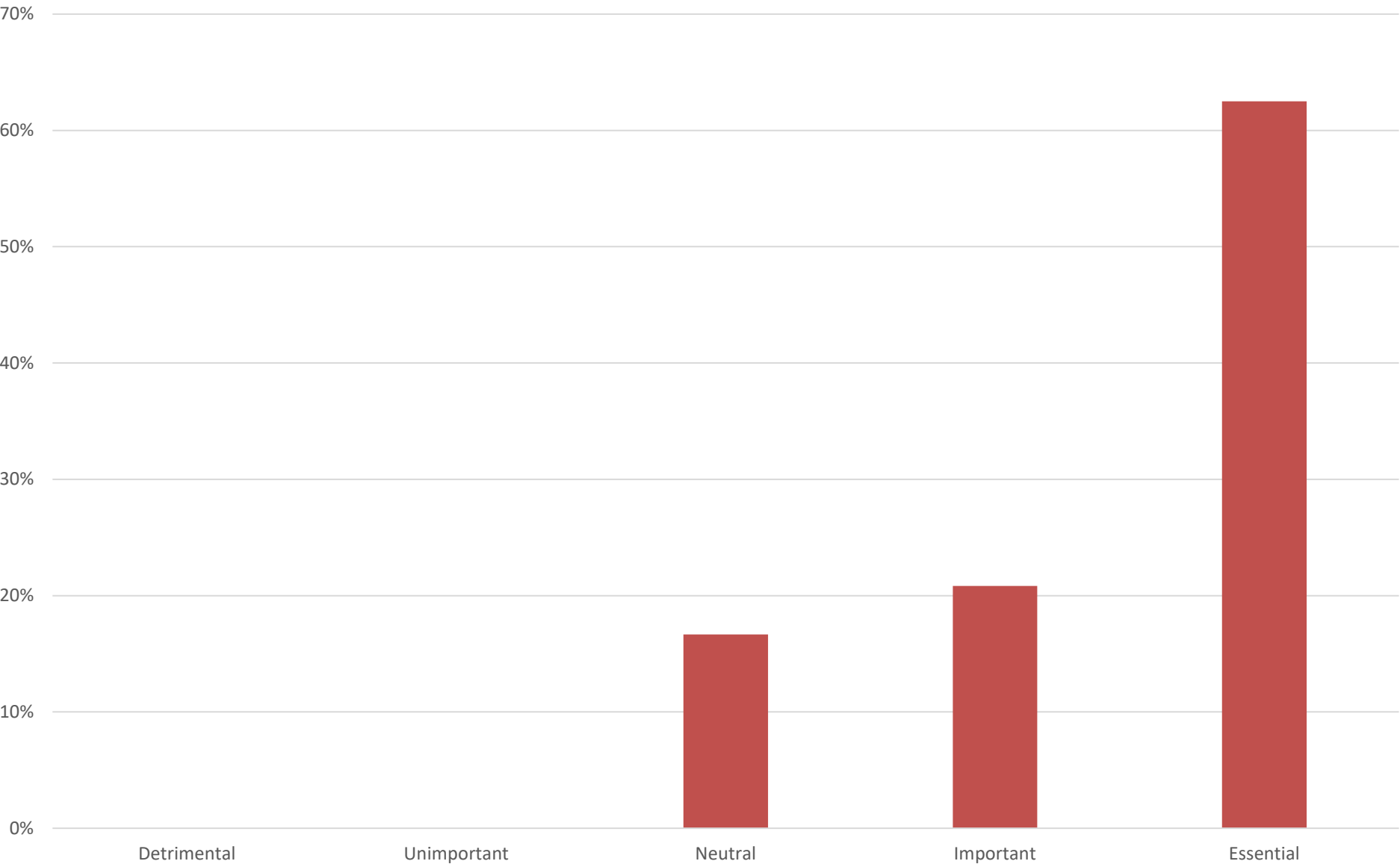
IN 2021, SHOULD TEE TIME RESERVATIONS BE REQUIRED OR WALK-IN GOLFERS BE ALLOWED TO PLAY?



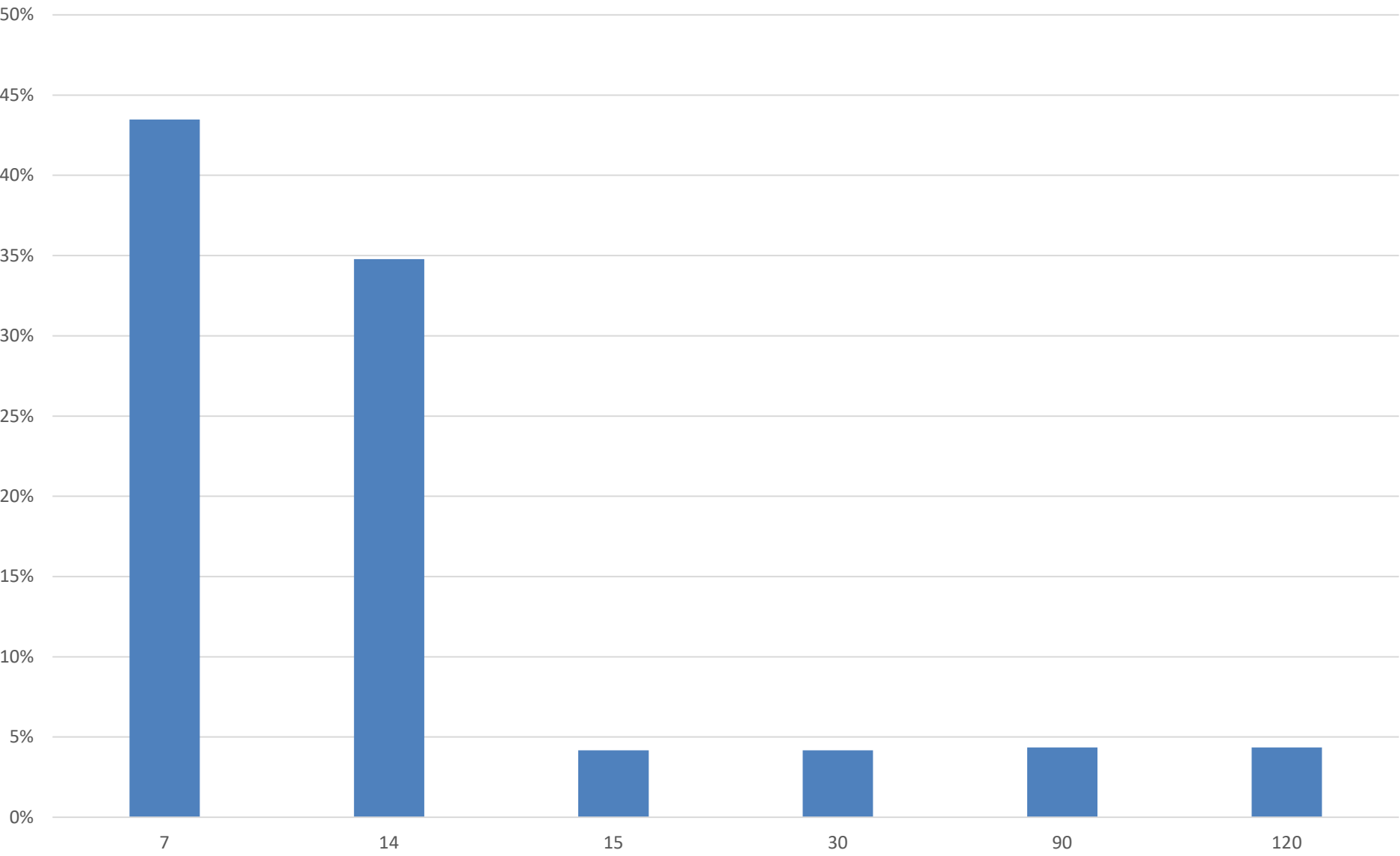
What Importance Do You Place on Providing Golfers the Ability to Book Online via your Website?



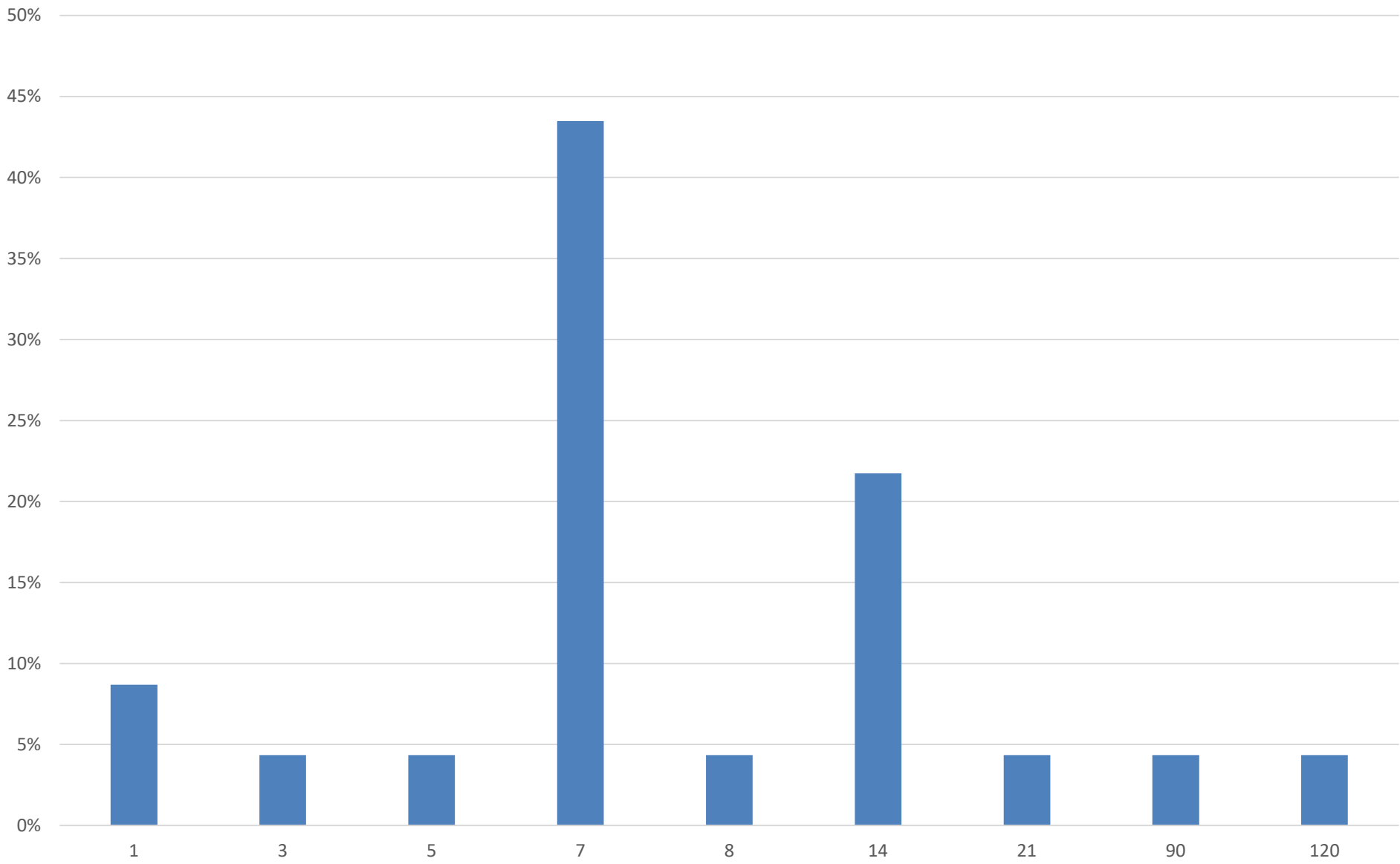
What Importance Do you Place on Providing Golfers the Ability to Book Online via a **Mobile Application**?



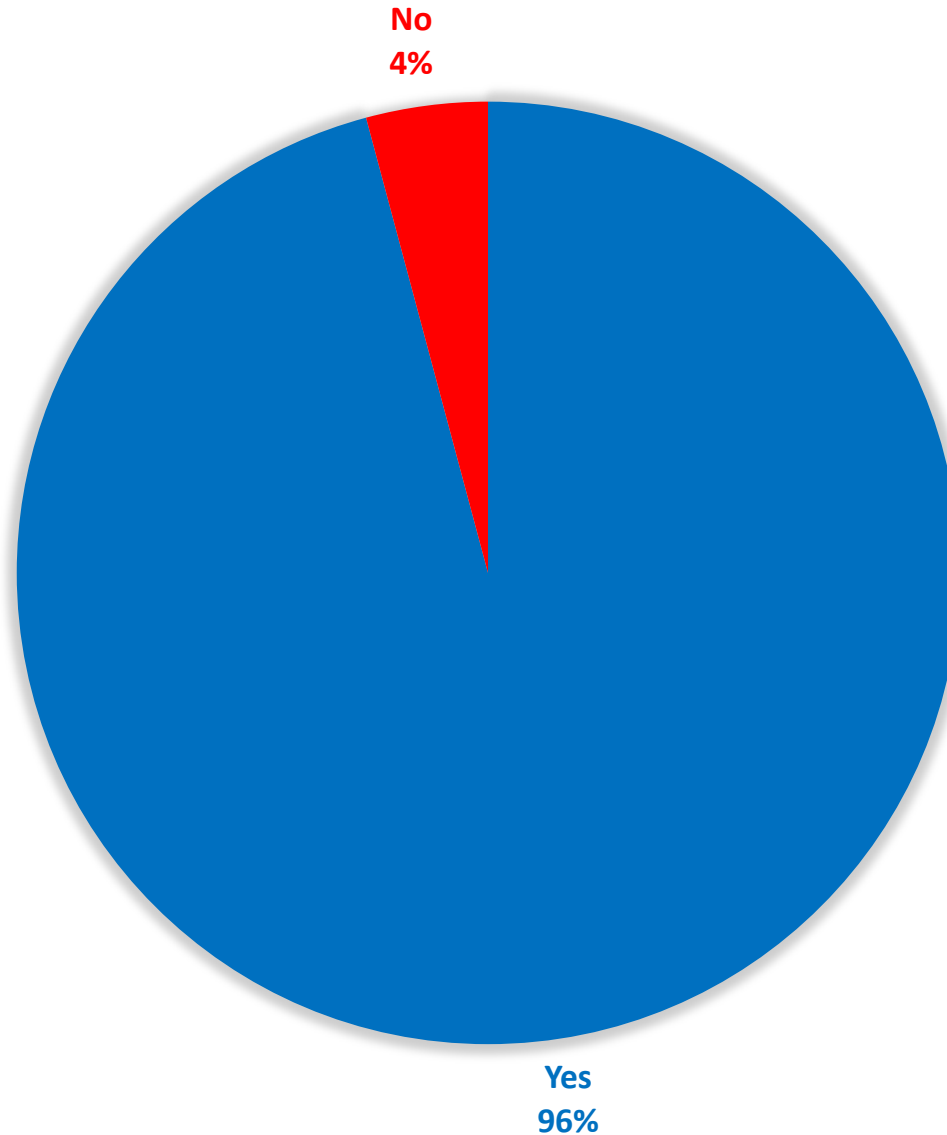
How Many Days in Advance Should Online Tee Time Reservations be Accepted?



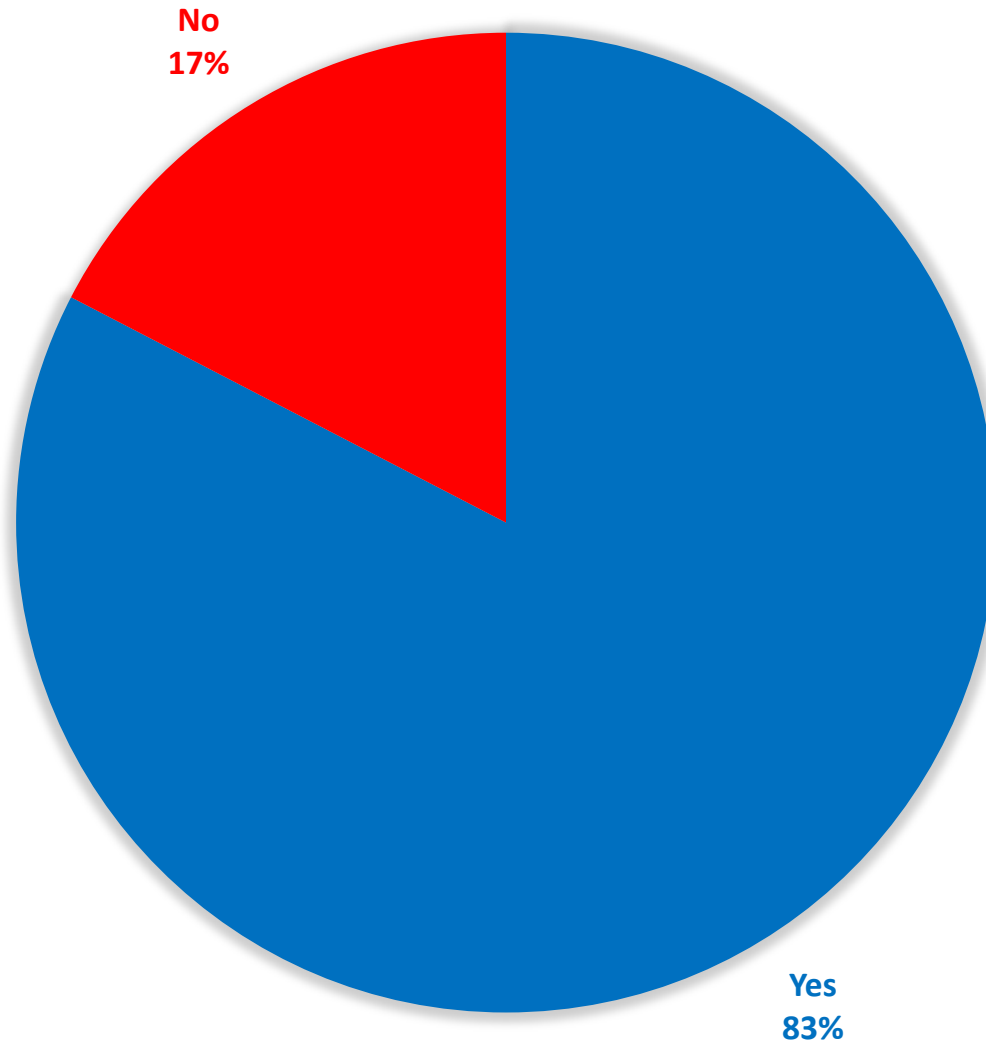
How Many Days in Advance should Tee Time Reservations Be Accepted Via the Golfer **CALLING THE PRO SHOP?**



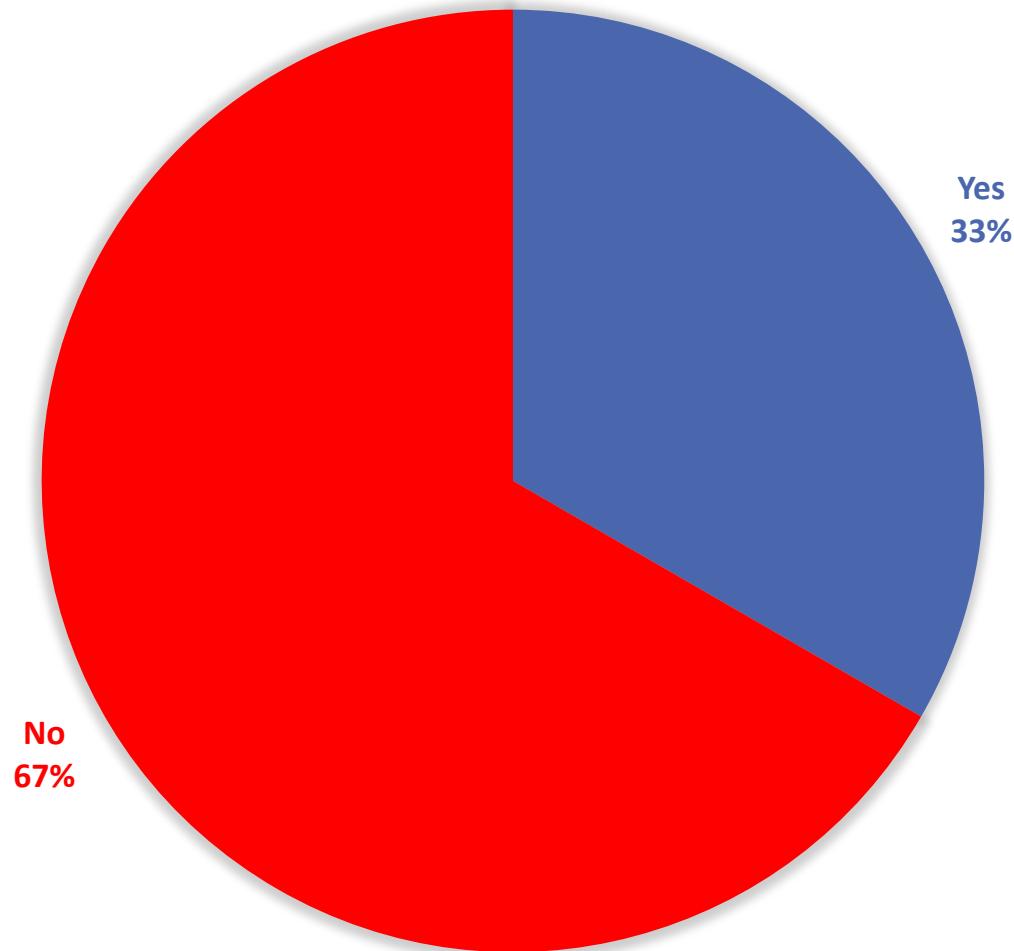
**SHOULD PRO SHOP STAFF BE REQUIRED TO
ENTER THE CUSTOMER NAME INTO THE TEE SHEET
BEFORE PROCESSING A GREEN FEE TRANSACTION?**



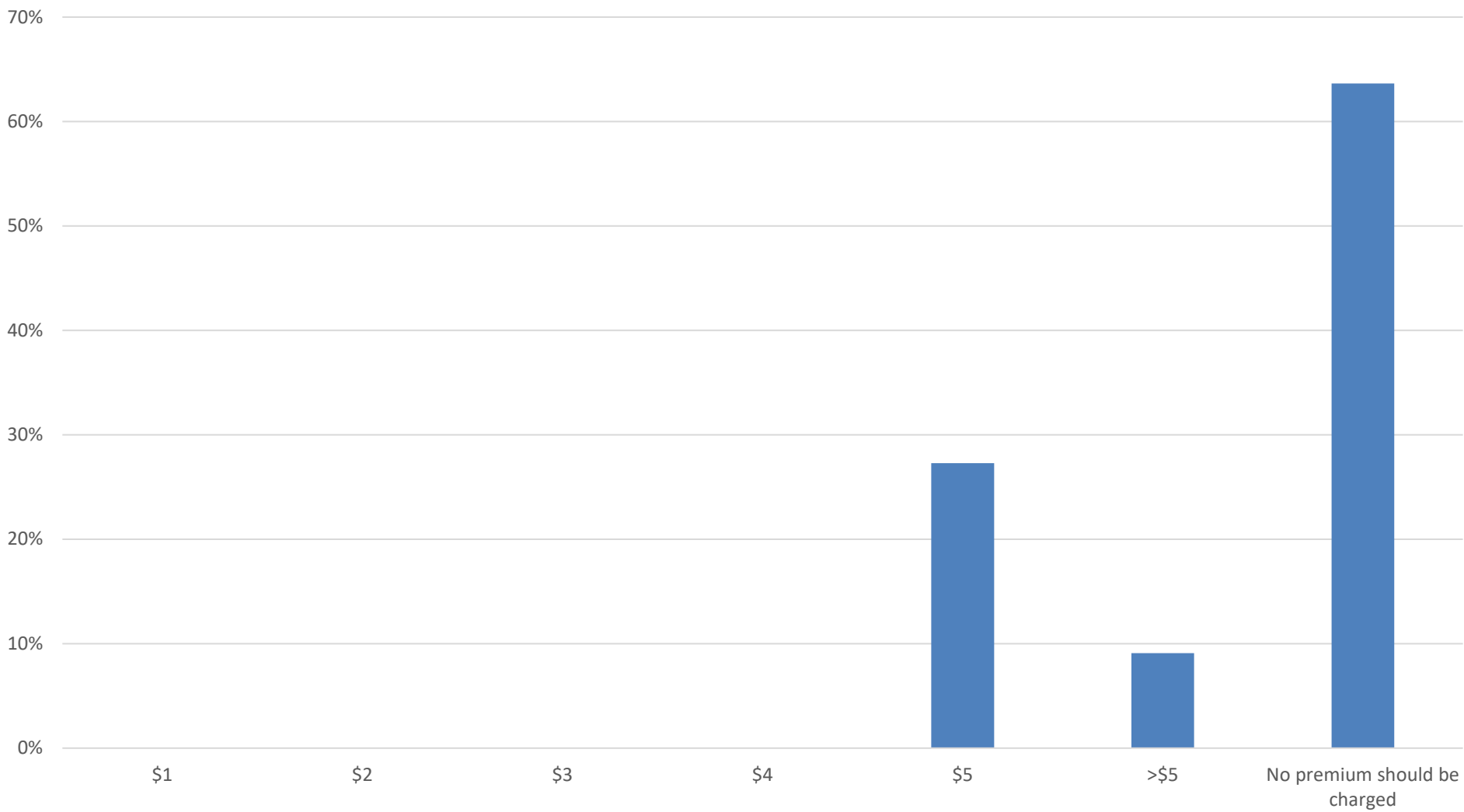
SHOULD STAFF BE REQUIRED TO OBTAIN AN **EMAIL ADDRESS** OF THE GOLFER WHEN CHECKING THAT PERSON INTO THE TEE SHEET?



SHOULD AFTERNOON 9-HOLE LEAGUES BE PERMITTED IF BOTH OF THE 1ST AND 10TH TEES ARE UTILIZED, REQUIRING THAT THE COURSE BE BLOCKED FOR 18 HOLE PLAY 2 ½ HOURS BEFORE THE START OF THE LEAGUE?



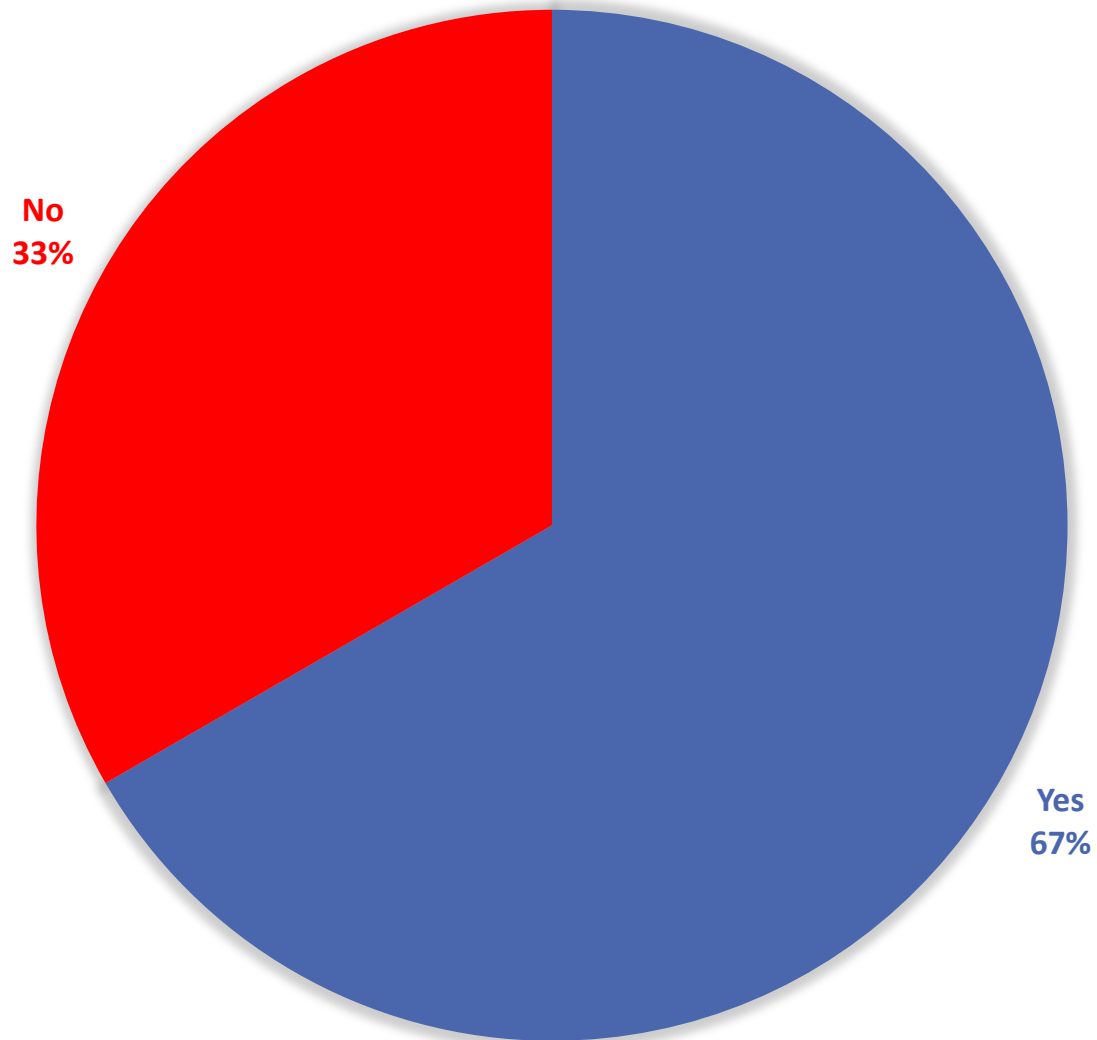
IF AFTERNOON LEAGUES ARE PERMITTED AND IF BOTH OF THE 1ST AND 10TH TEES ARE UTILIZED REQUIRING THAT THE COURSE BE BLOCKED FOR 18 HOLE PLAY 2 ½ HOURS BEFORE THE START OF THE LEAGUE, HOW MUCH OF A PREMIUM SHOULD BE CHARGED?



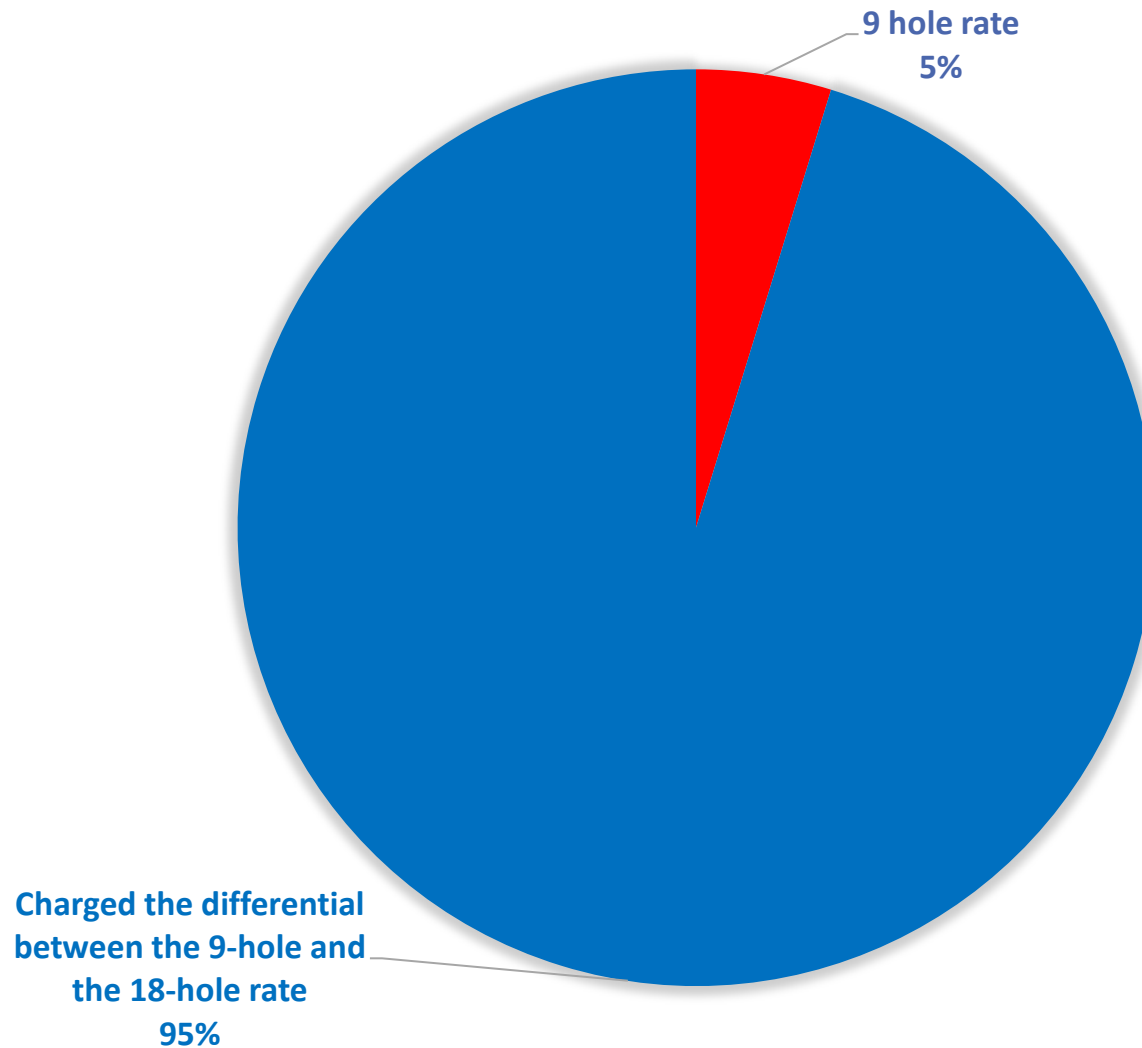
AFTERNOON LEAGUE DOUBLE TEES: 1ST & 10TH TEE - Requires Closing Course for 18 Holes for 2 ½ Hours?

	Course A	Course B
General Play		
Tee Time Interval	8	10
Tee Times 1:30 - 4:00 Minutes	150	150
Tee Times 1:30 - 4:00	18.75	15
Average Number of Golfers Per Tee Time	3	3
Utilization Percentage	50%	50%
Total Likely Golfers	28.13	22.50
Revenue Per Cart	\$42.00	\$68.00
Total Revenue	\$1,181.25	\$1,530.00
Leagues - Single Tee		
Tee Time Interval	8	10
Tee Times 4:00 p.m. - 6:00 p.m.	120	120
Tee Times 4:00 p.m. - 6:00 p.m.	15	12
Average Number of Golfers Per Tee Time	4	4
Utilization Percentage	100%	100%
Total Likely Golfers	60	48
Revenue Per Cart	42.00	68.00
Total Revenue	\$2,520.00	\$3,264.00
Total Revenue	\$3,701.25	\$4,794.00
League Play - Double Tee		
Tee Time Interval	8	10
Tee Times 4:00 p.m. - 6:00 p.m.	120	120
Tee Times 4:00 p.m. - 6:00 p.m.	15	12
Average Number of Golfers Per Tee Time	8	8
Utilization Percentage	100%	100%
Total Likely Golfers	120	96
Revenue Per Cart	\$27.00	\$42.00
Total Revenue	\$3,240.00	\$4,032.00
General Play - 9 Holes Only		
Tee Time Interval	8	10
Tee Times 1:30 - 4:00 Minutes	150	150
Tee Times 1:30 - 4:00	18.75	15
Average Number of Golfers Per Tee Time	3	3
Utilization Percentage	25%	25%
Total Likely Golfers	14.0625	11.25
Revenue Per Cart	\$27.00	\$42.00
Total Revenue	\$379.69	\$472.50
Total Revenue	\$3,619.69	\$4,504.50
Differential - 18 Holes Single Tee over Double Tee	\$81.56	\$289.50

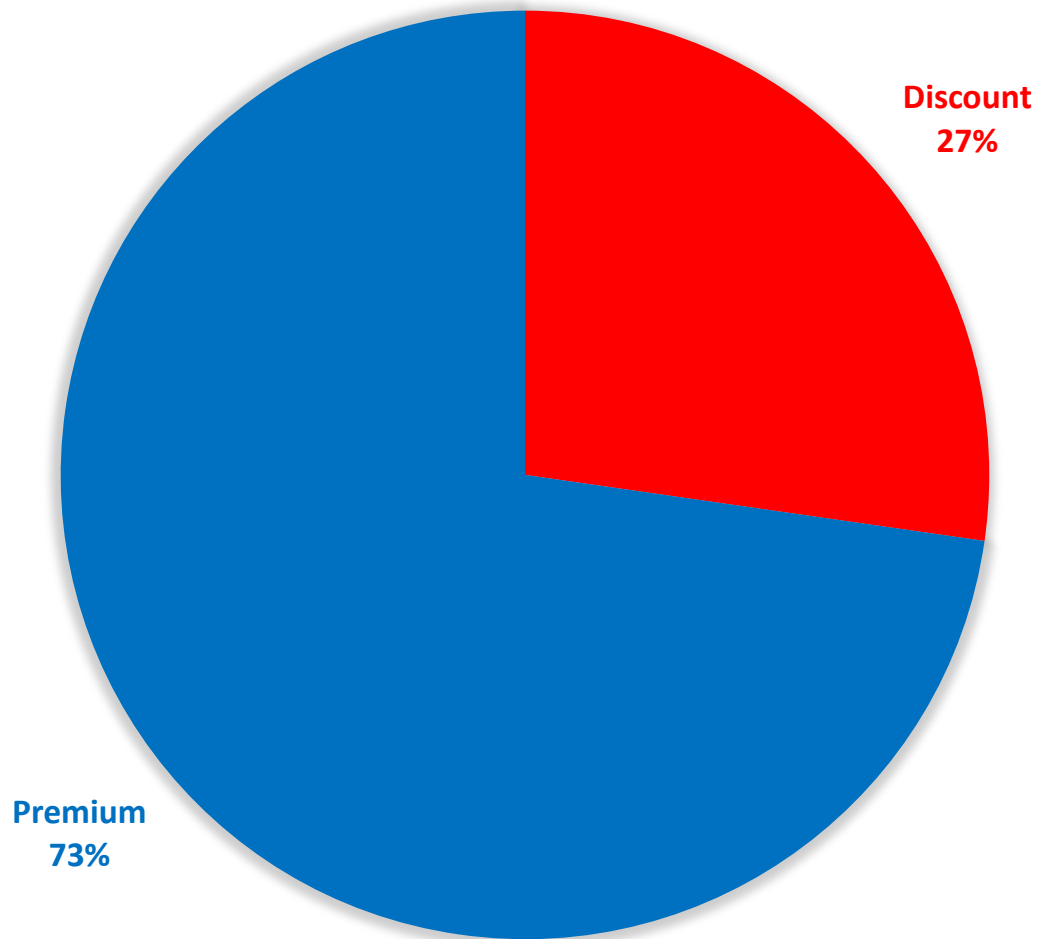
SHOULD WEEK-DAY MORNING 9 HOLE LEAGUES BE PERMITTED?



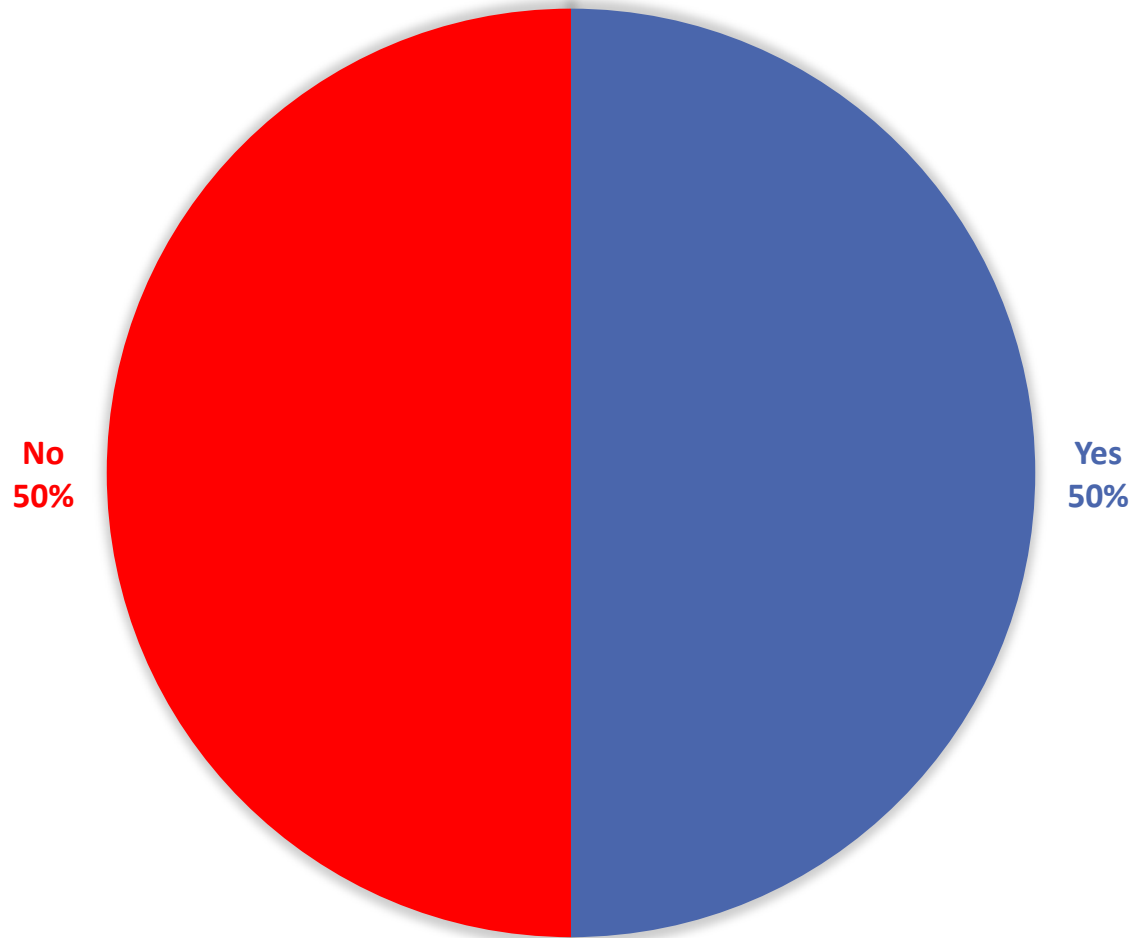
AFTER PLAYING 9 HOLES, SHOULD GOLFERS BE PERMITTED TO EXTEND THEIR PLAY TO ANOTHER 9 HOLES BY BEING **CHARGED THE 9 HOLE RATE** OR **CHARGED THE DIFFERENTIAL** BETWEEN THE 9-HOLE AND THE 18-HOLE RATE?



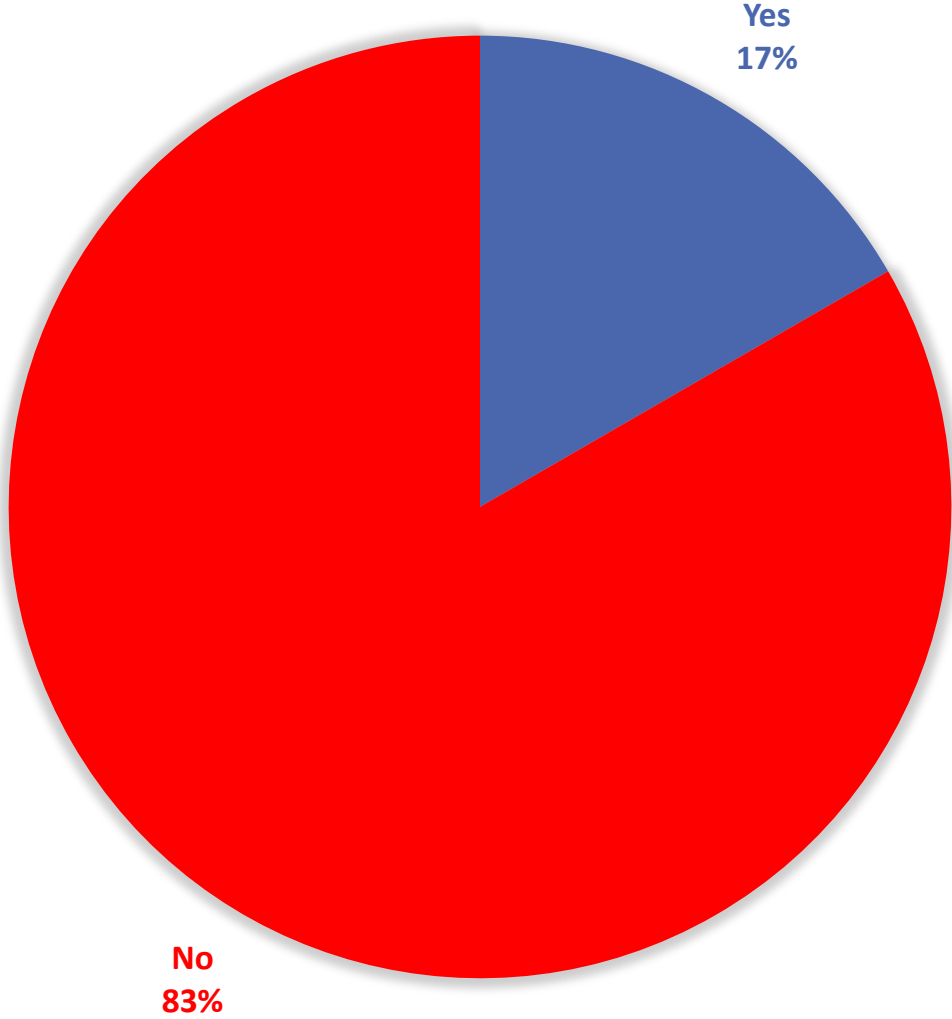
SHOULD OUTINGS AND TOURNAMENTS BE PROVIDED A **DISCOUNT** OR CHARGED A **PREMIUM**, BASED ON GROUP SIZE RANGING FROM \$1 TO \$4 FROM THE APPLICABLE RATE?



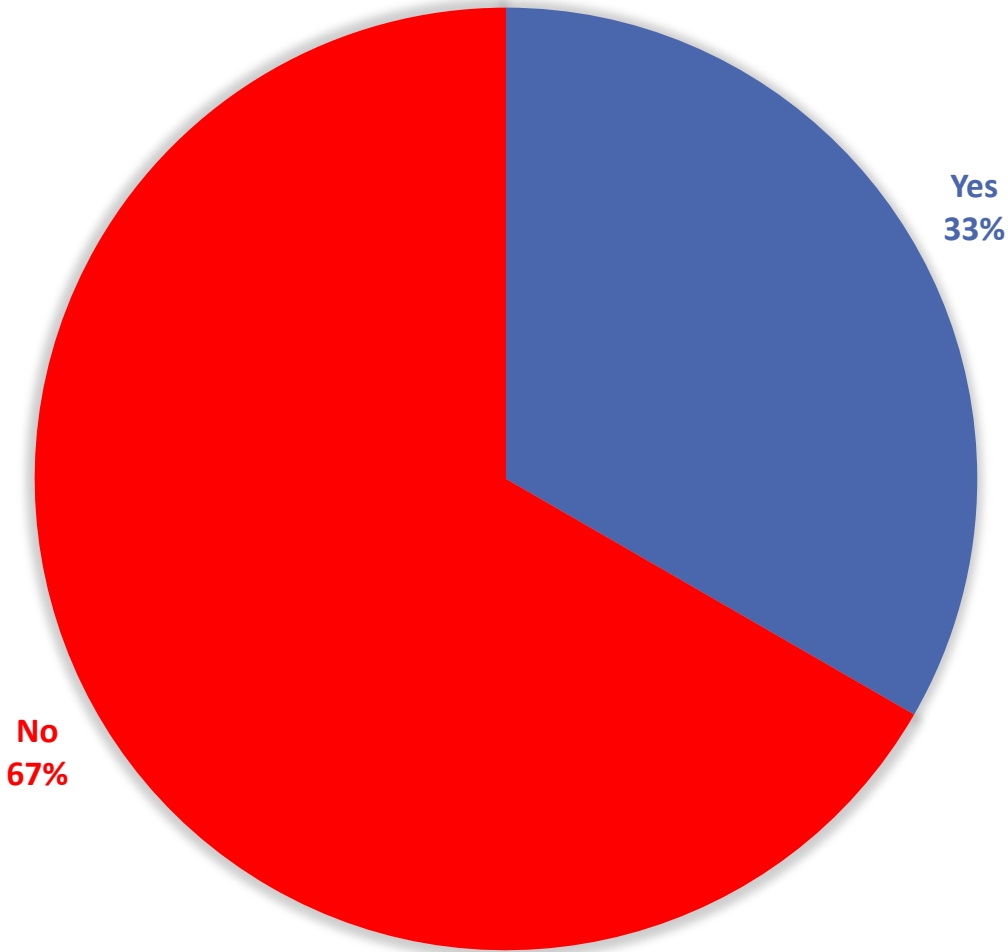
**DO YOU OFFER AN ANNUAL PASS FOR UNLIMITED PLAY?
THE AVERAGE ANNUAL RATE OF COURSES OFFERING AN
ANNUAL PASS WAS \$2,075**



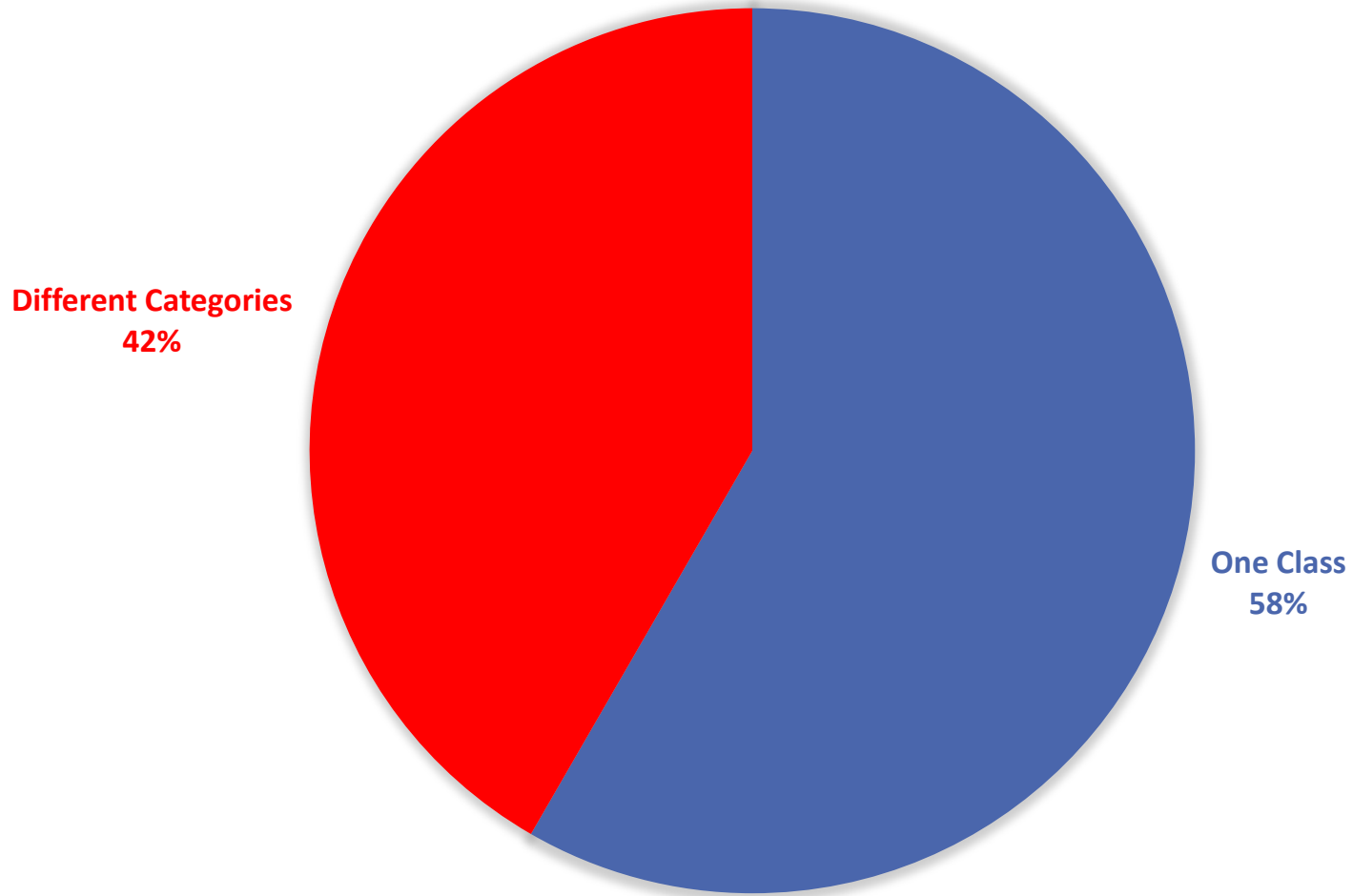
DOES YOUR GOLF COURSE OFFER A 10 ROUND PREPAID PLAYER'S CARD FOR \$49, WHICH PROVIDES A \$5 DISCOUNT TO ALL RATES AND AN 11TH 9-HOLE ROUND FOR FREE, OR SOMETHING SIMILAR?



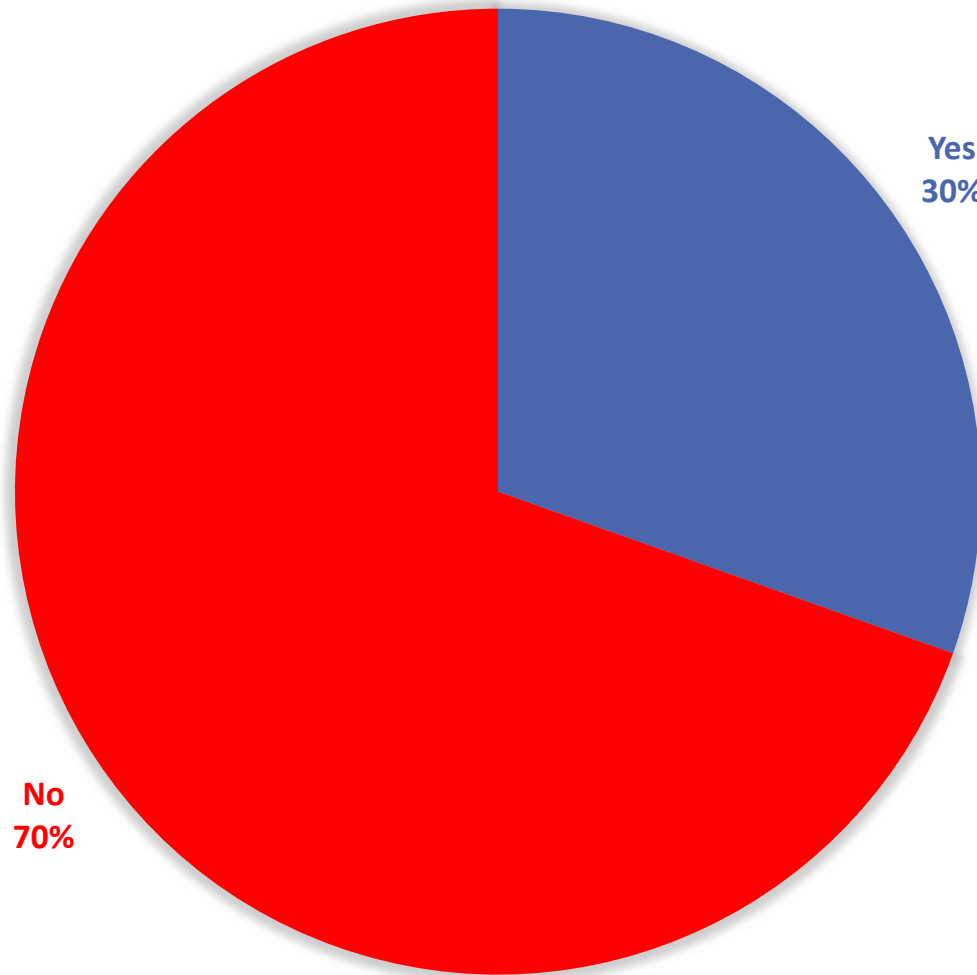
WOULD IT MAKE SENSE FOR YOUR GOLF COURSE TO OFFER A LOYALTY CARD FOR \$99, \$199, OR \$299 THAT PROVIDES A 10%, 20% OR 30% DISCOUNT ON EVERY ROUND PLAYED?



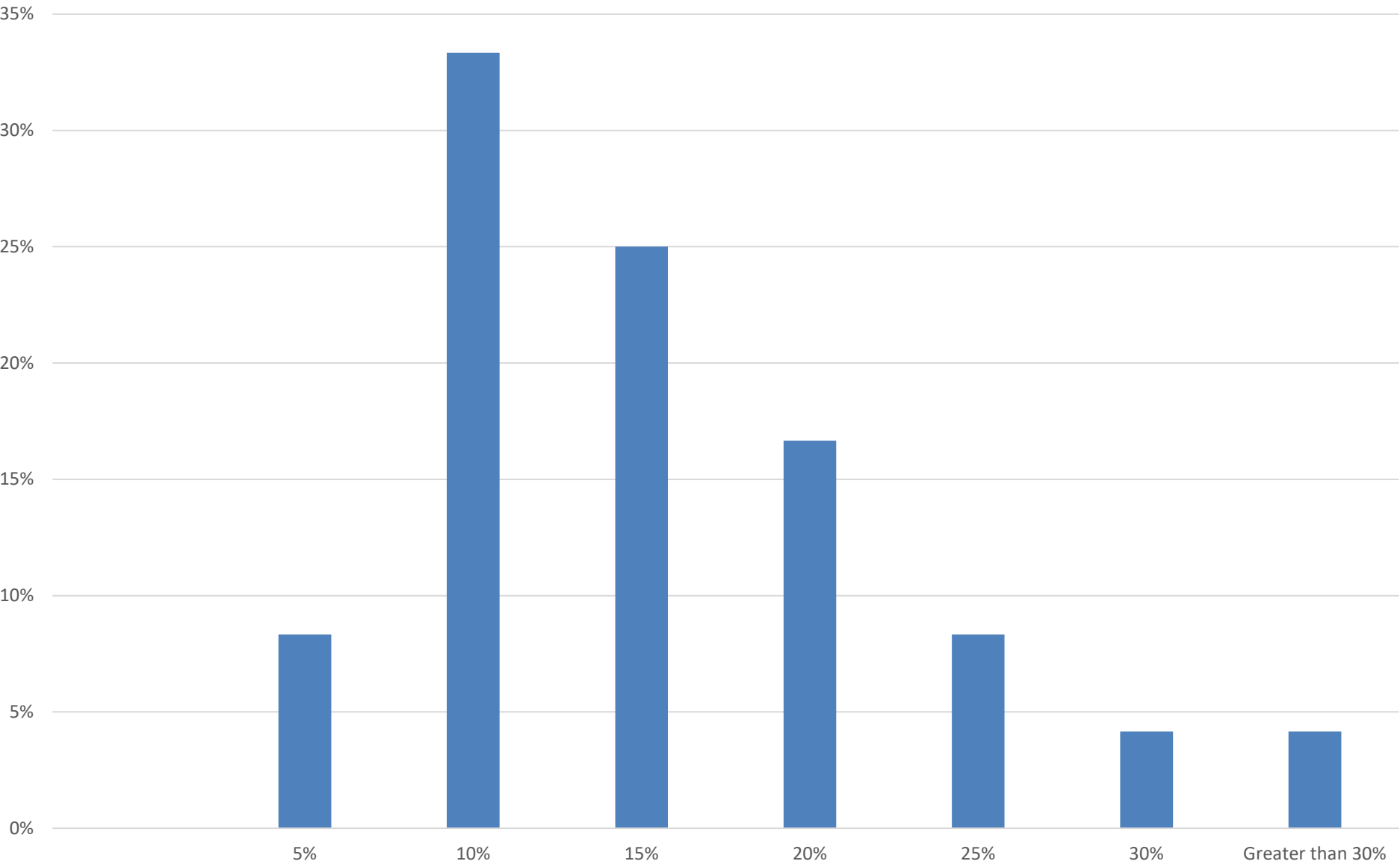
SHOULD THE SENIOR, ADAPTIVE, MILITARY AND VETERANS BE AGGREGATED INTO ONE RATE CLASS OR BE SEPARATED INTO DIFFERENT CATEGORIES, I.E., SENIOR RATE, ADAPTIVE RATE, MILITARY, AND VETERANS RATE?



SHOULD SENIOR, ADAPTIVE, MILITARY, VETERANS, AND JUNIOR RATES BE LIMITED TO WEEKDAYS ONLY?



What Discount from the Rack Rate should Senior, Military, Adaptive and Veterans Be Granted?



The Impact of Decreasing Prices Has On Additional Rounds Required to Generate Same Revenue: Insufficient Demand To Compensate for Discounting

Decrease in Price	Number of Additional Rounds Required to Offset Discount
5%	5.26%
10%	11.11%
15%	17.65%
20%	25.00%
25%	33.33%
30%	42.86%
35%	53.85%
40%	66.67%
45%	81.82%
50%	100.00%

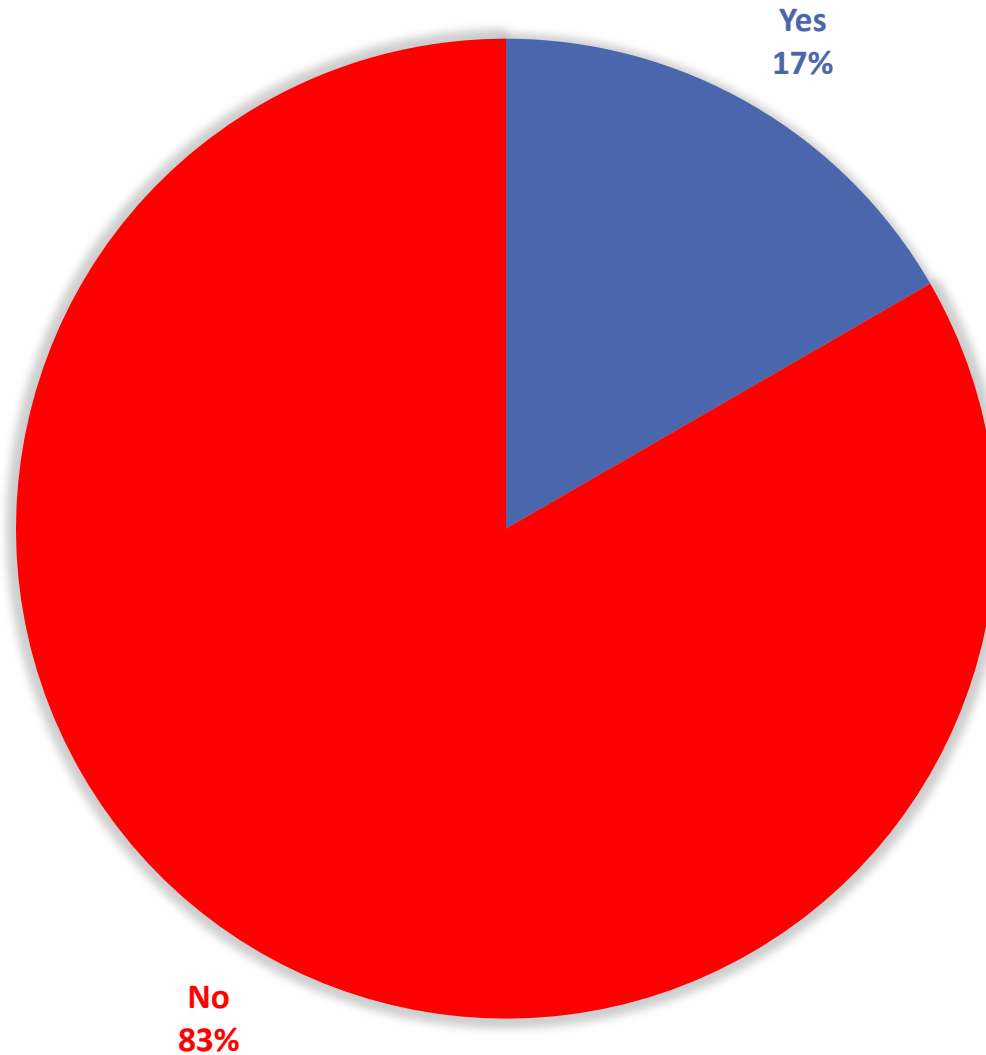
Why Raising Rates Is Often the Best Strategy

Increase Price	Decrease Rounds that Can Occur to Generate the Same Revenue
5%	4.76%
10%	9.09%
15%	13.04%
20%	16.67%
25%	20.00%
30%	23.08%
35%	25.93%
40%	28.57%
45%	31.03%
50%	33.33%

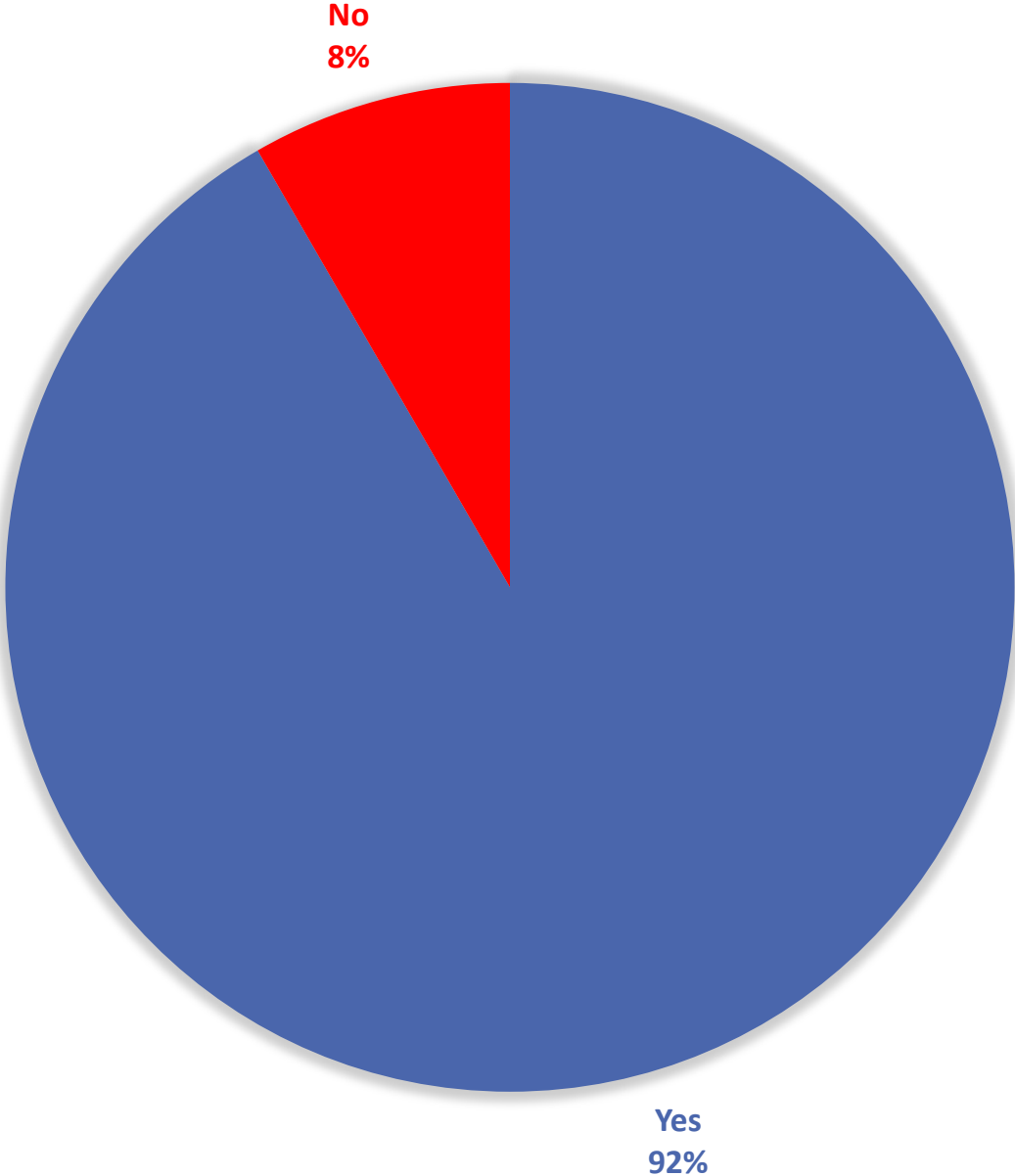
If For No Other Reason, Here Is Why You Should Increase Your Prices

Price Movement	Amount	Round Impact	To Break Even
Decrease Price	50%	100%	Need to Double Rounds
Increase Price	50%	33%	Can lose 1/3 of rounds
House Odds are In Your Favor		67%	

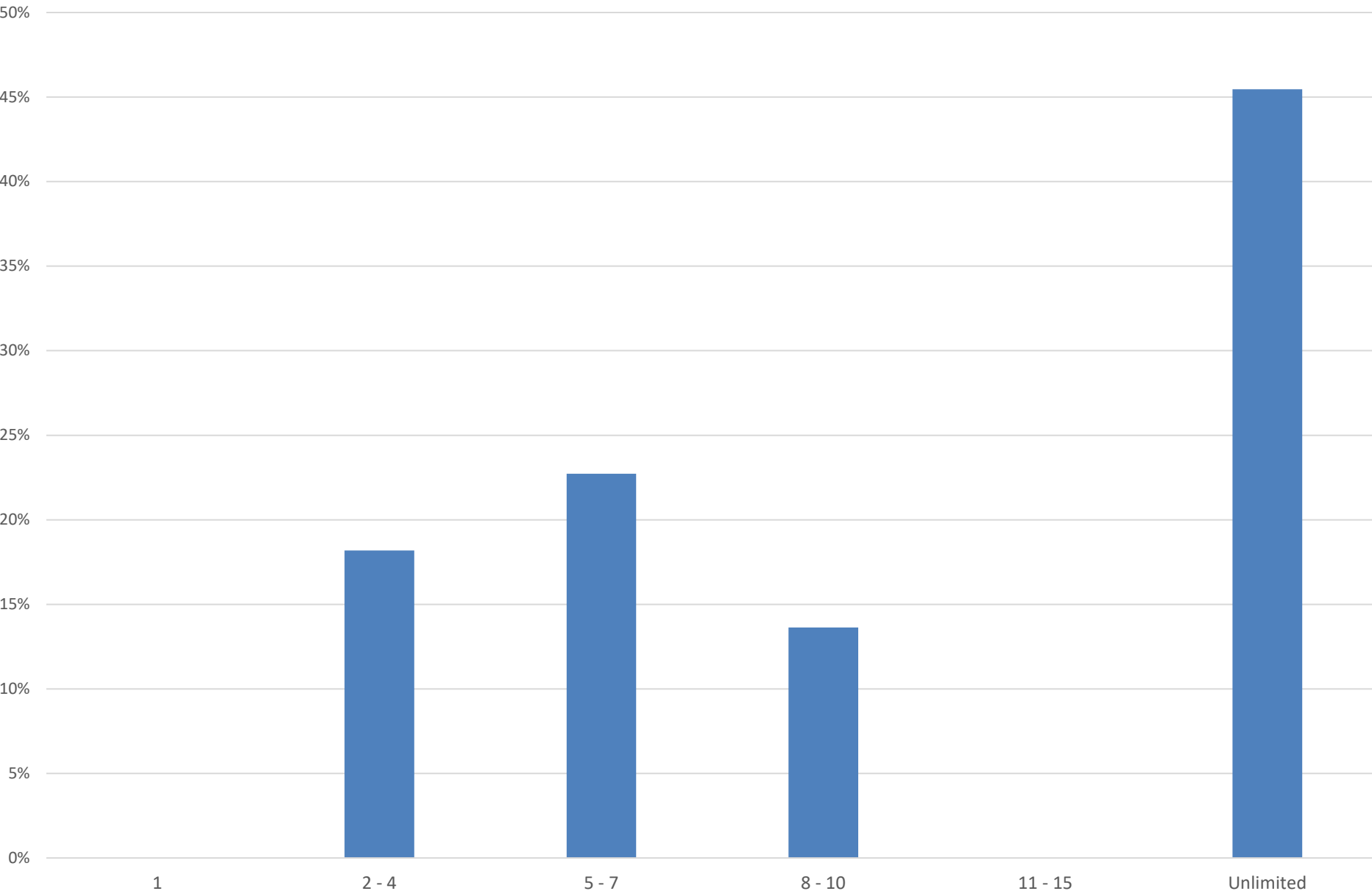
SHOULD SENIORS, ADAPTIVE, MILITARY AND VETERANS RECEIVE A
DISCOUNT ON CARTS IN ADDITION TO A DISCOUNT ON THEIR GREEN FEES?



SHOULD **FULL-TIME GOLF** EMPLOYEES BE ALLOWED TO PLAY GOLF FOR FREE?

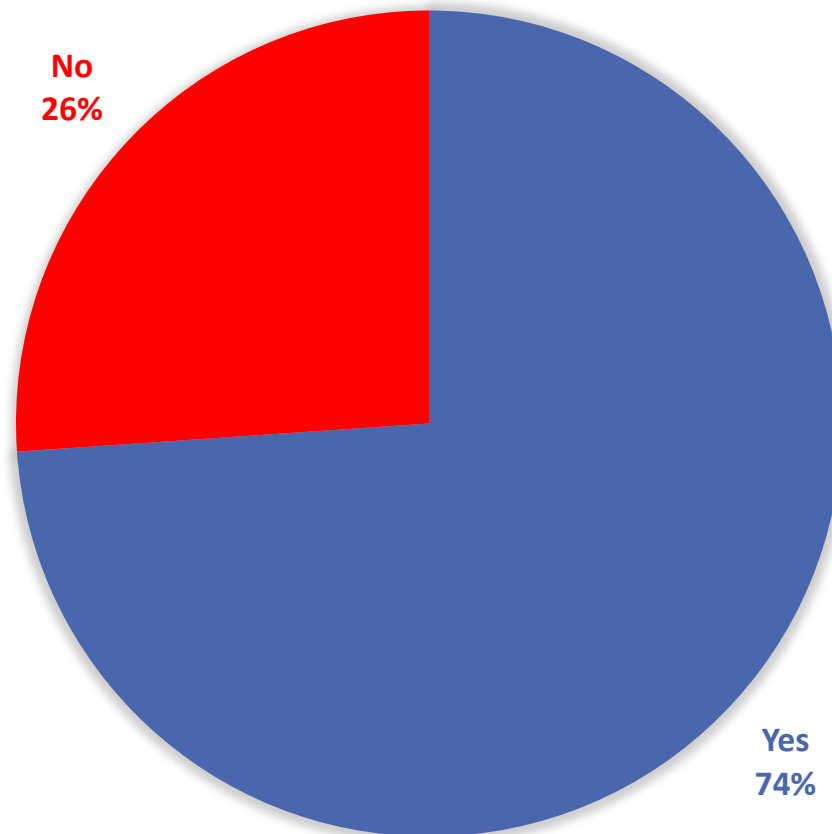


How Many Rounds Should Full Time Employees to Eligible to Play Monthly?

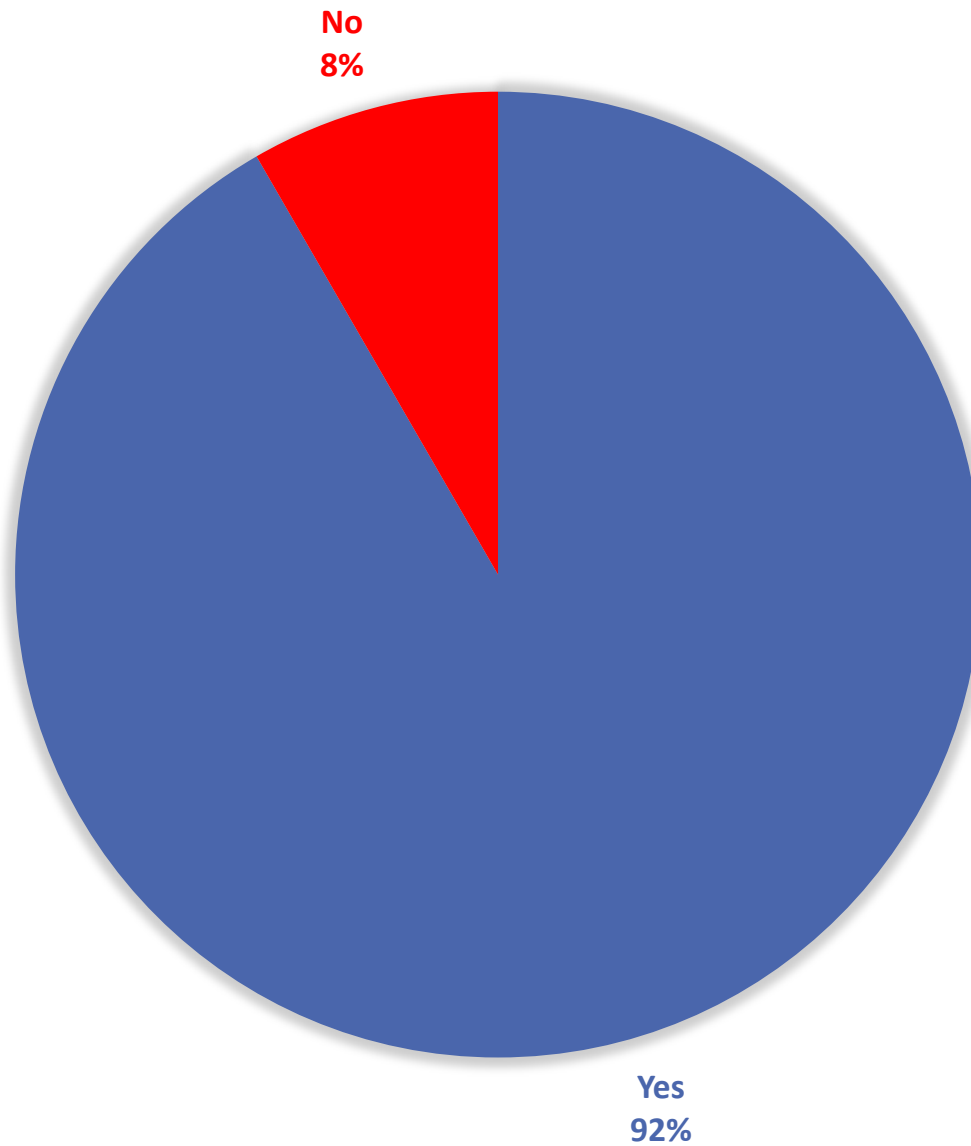


IF FULL-TIME GOLF ENTERPRISE EMPLOYEES ARE ALLOWED TO PLAY GOLF FOR FREE, DO YOU HAVE ANY DAY OR TIME RESTRICTIONS WHEN THEY CAN PLAY?

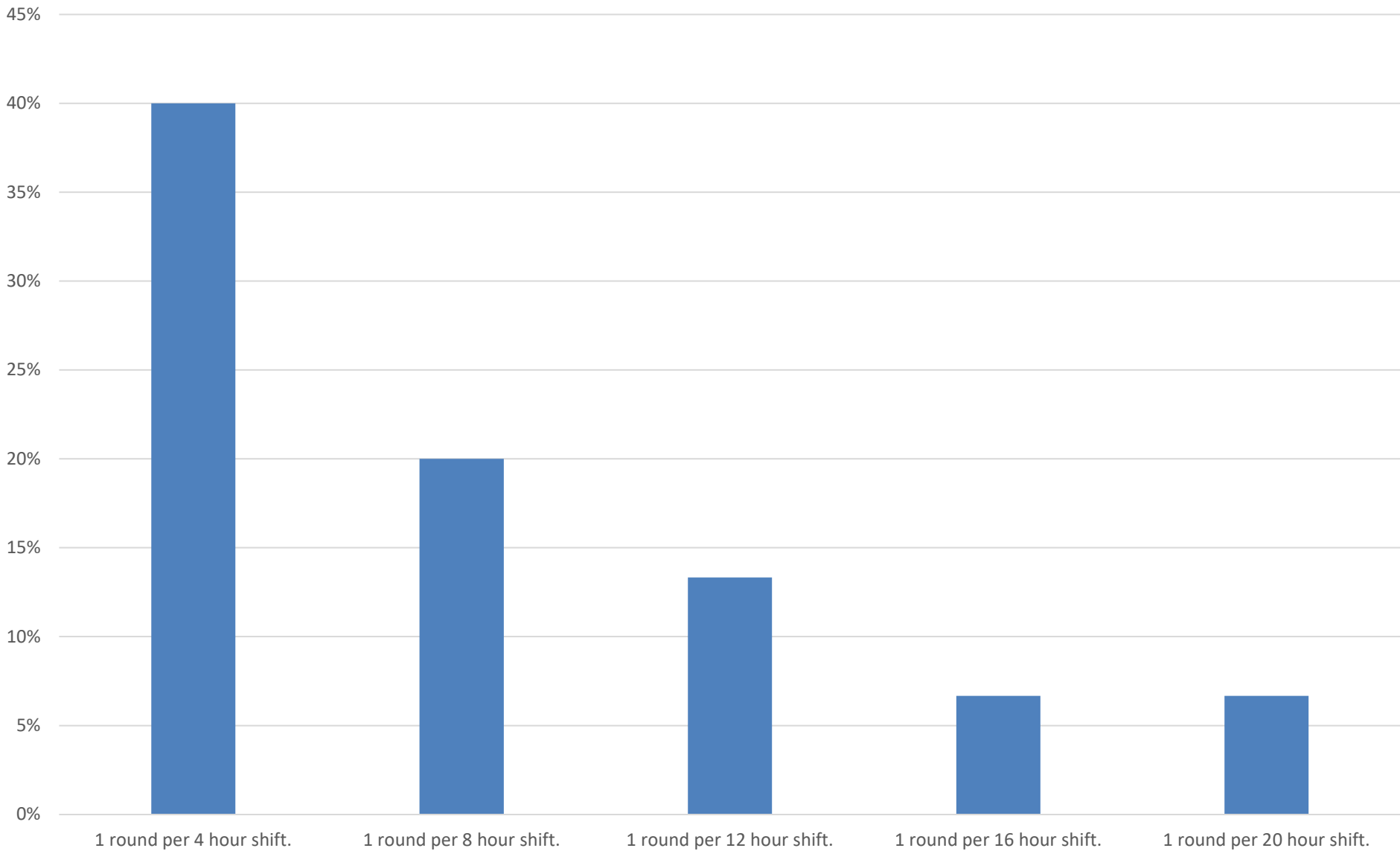
THOSE THAT SAID YES, PLAY WAS ON WALK UP BASIS ONLY WHEN COURSE WAS NOT BUSY



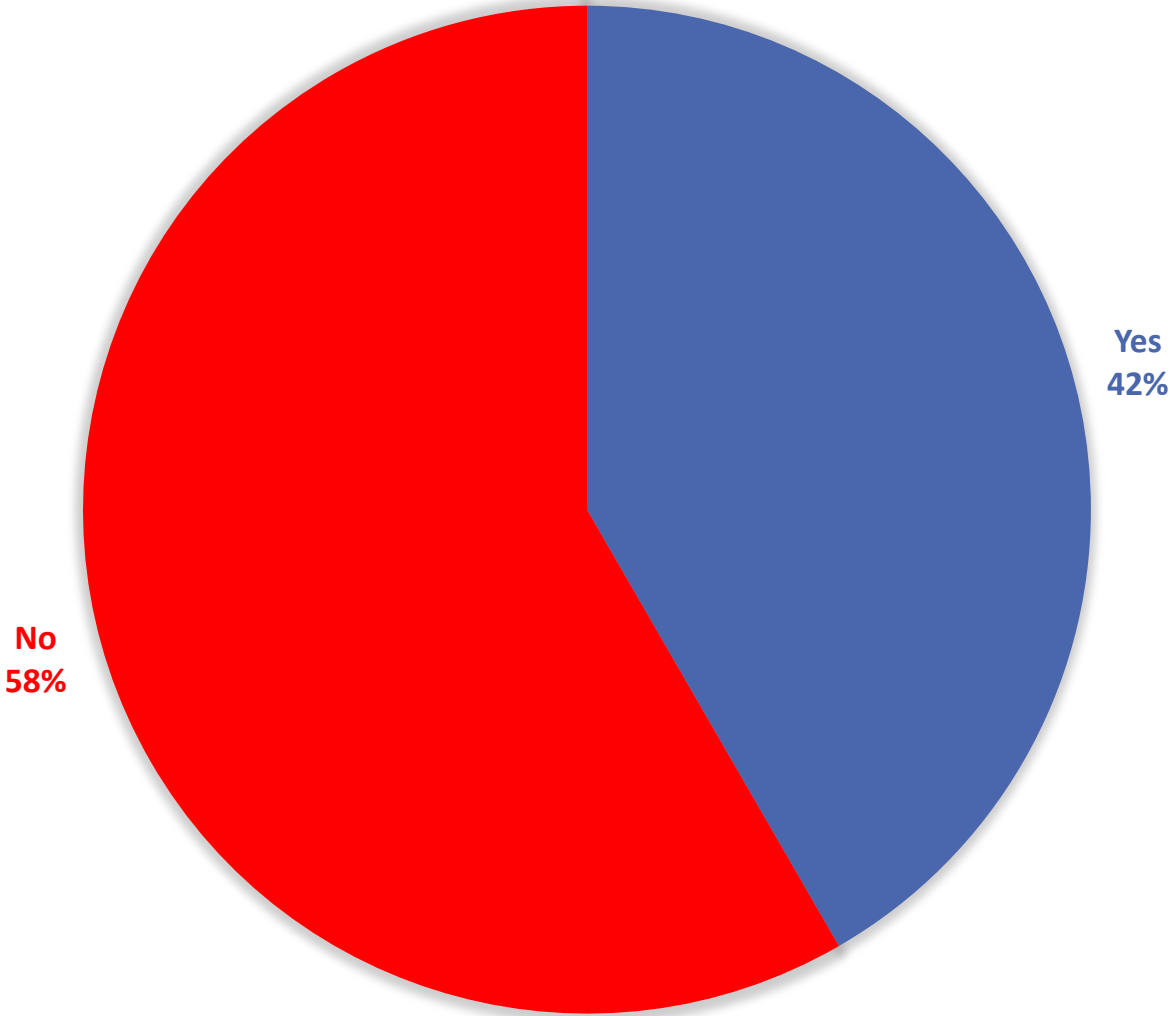
SHOULD **PART-TIME GOLF** EMPLOYEES BE ALLOWED
TO PLAY GOLF FOR FREE?



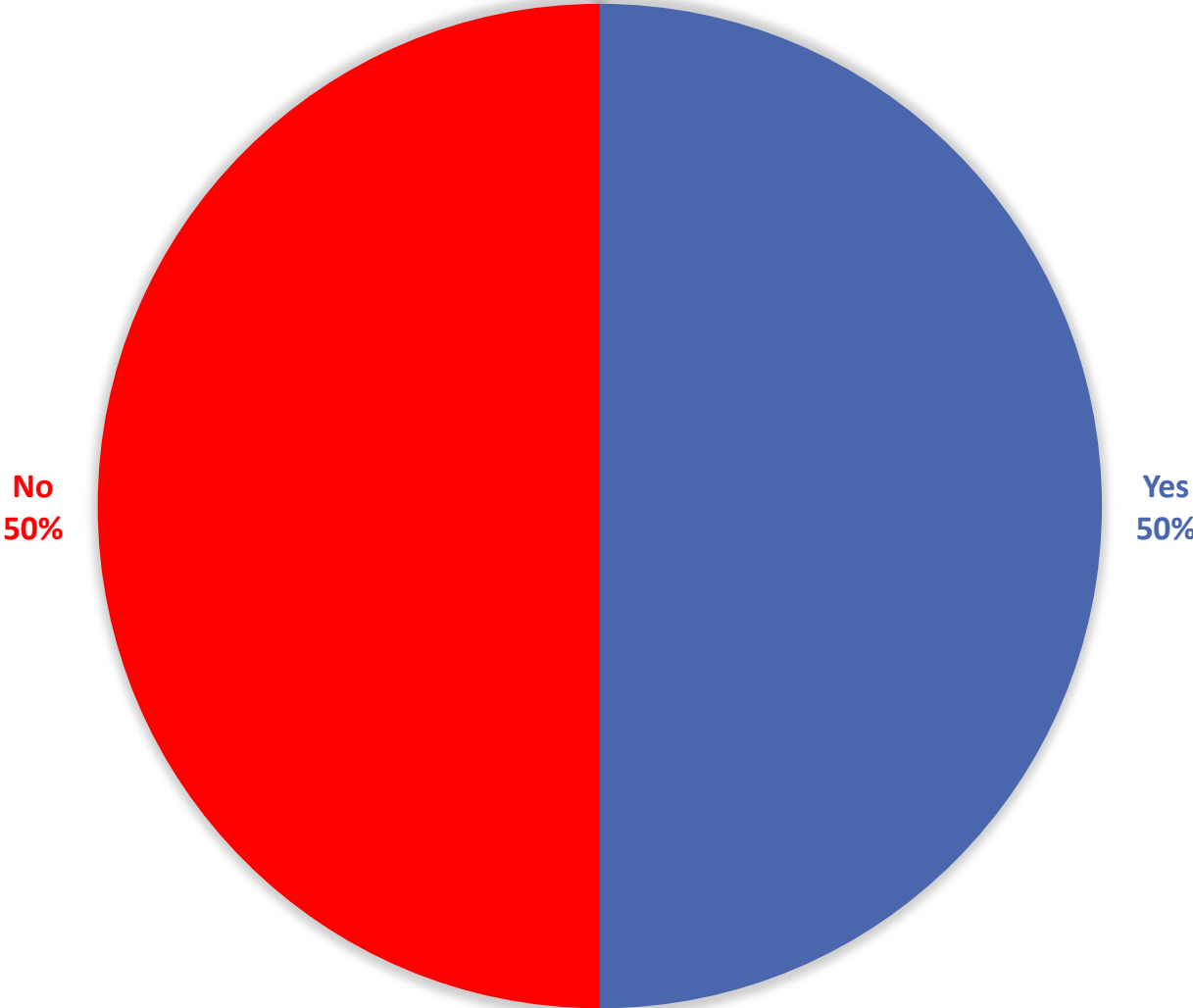
How Many Rounds Should **Part-Time** Workers Be Eligible to Play Monthly?



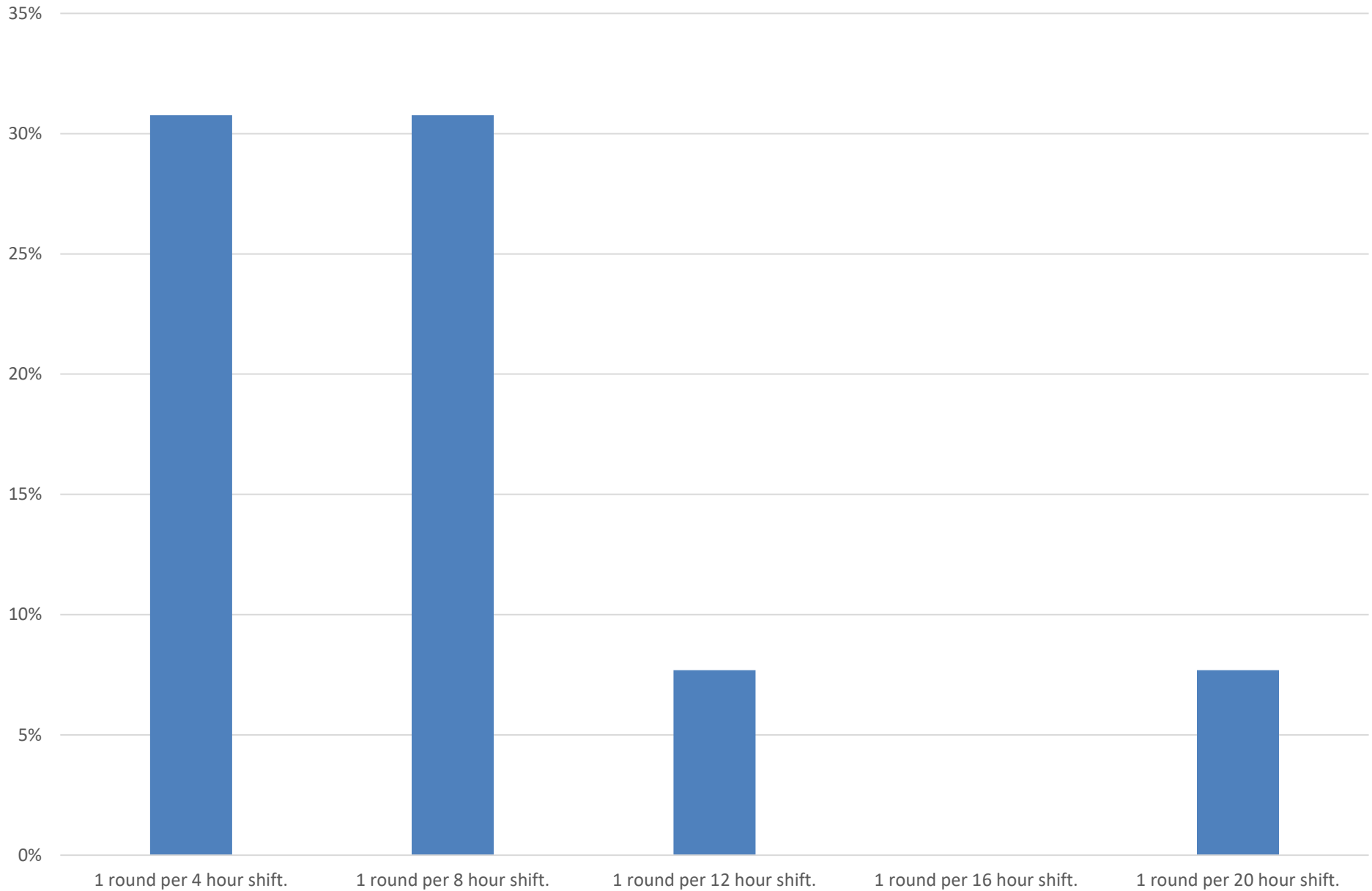
SHOULD **PART-TIME EMPLOYEES** BE REQUIRED TO PAY FOR A CART WHEN PLAYING THEIR COMPLIMENTARY ROUND?



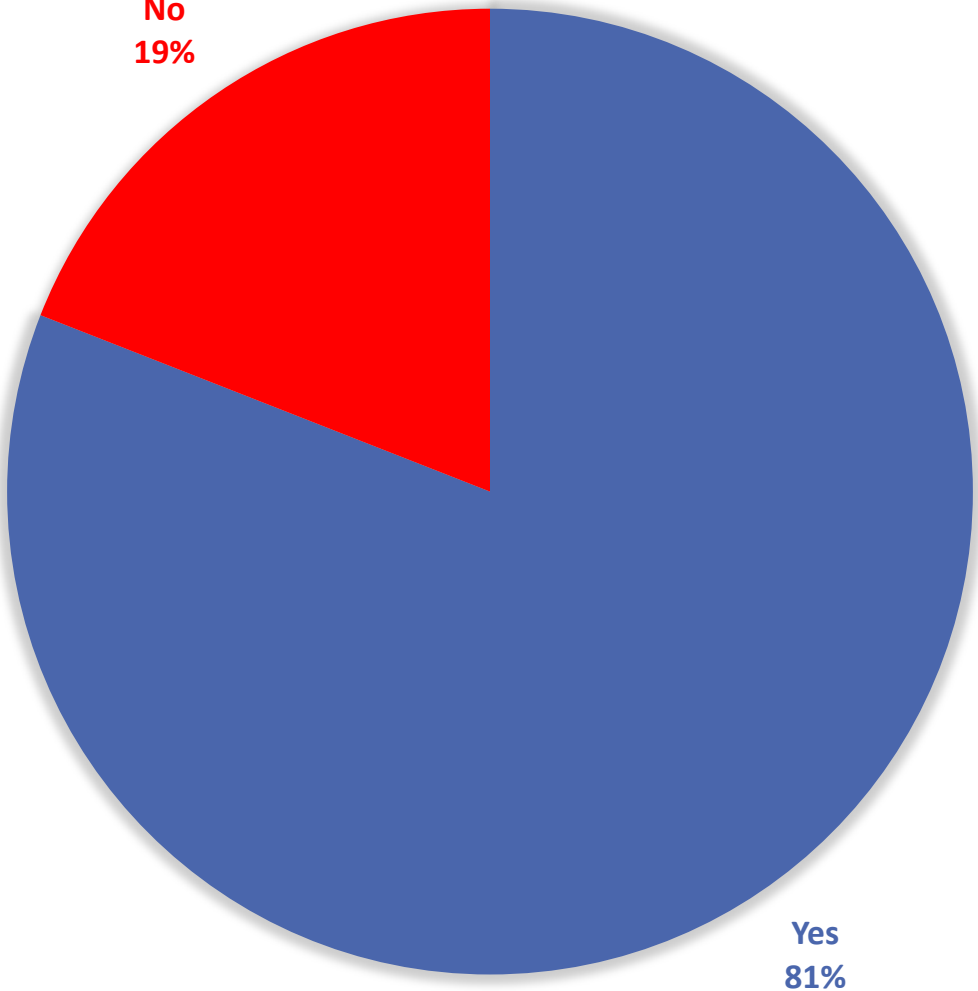
SHOULD **VOLUNTEERS** BE ALLOWED TO PLAY GOLF FOR FREE?



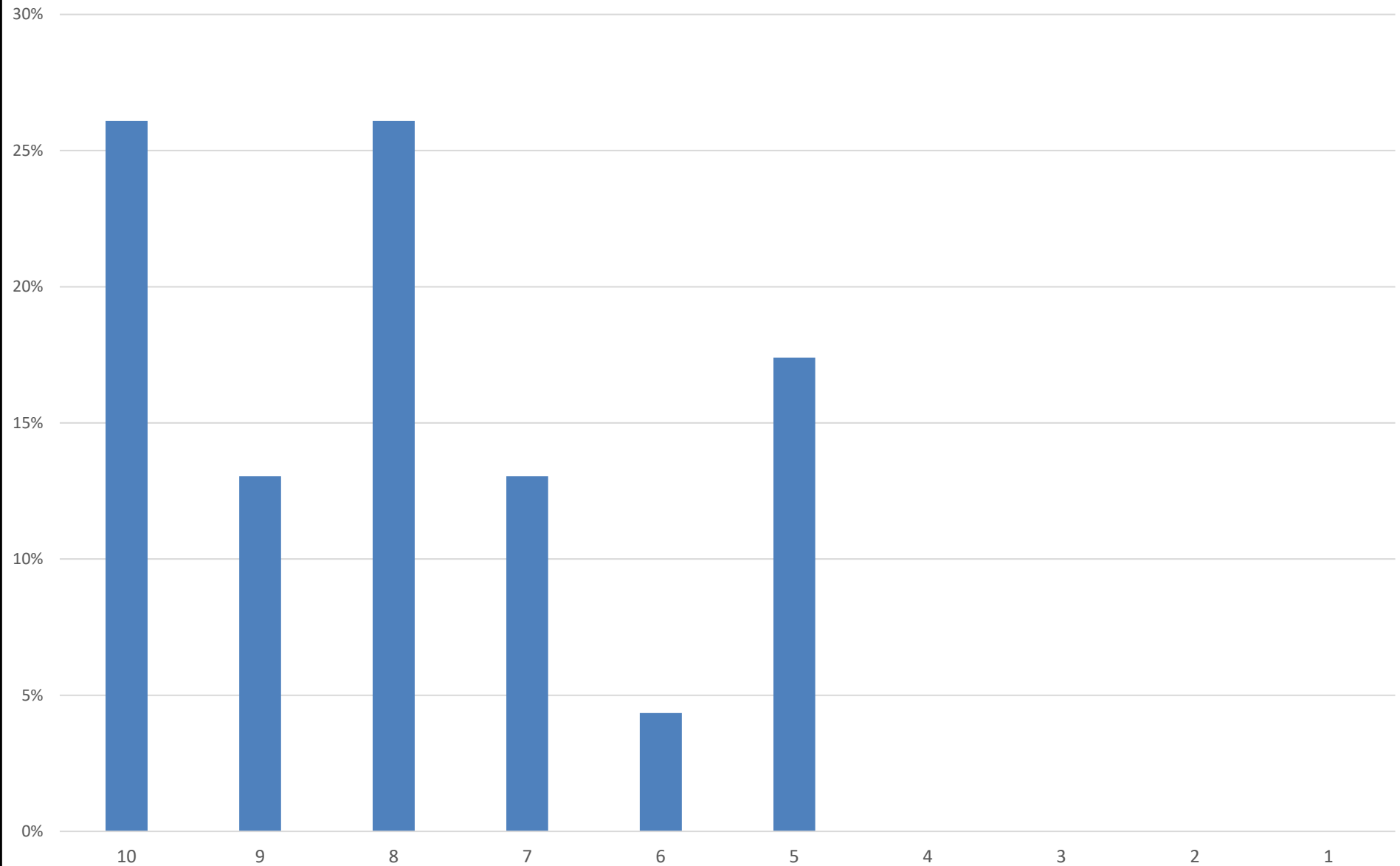
If Volunteers Are Eligible to Play Golf, How Many Rounds May They Play?



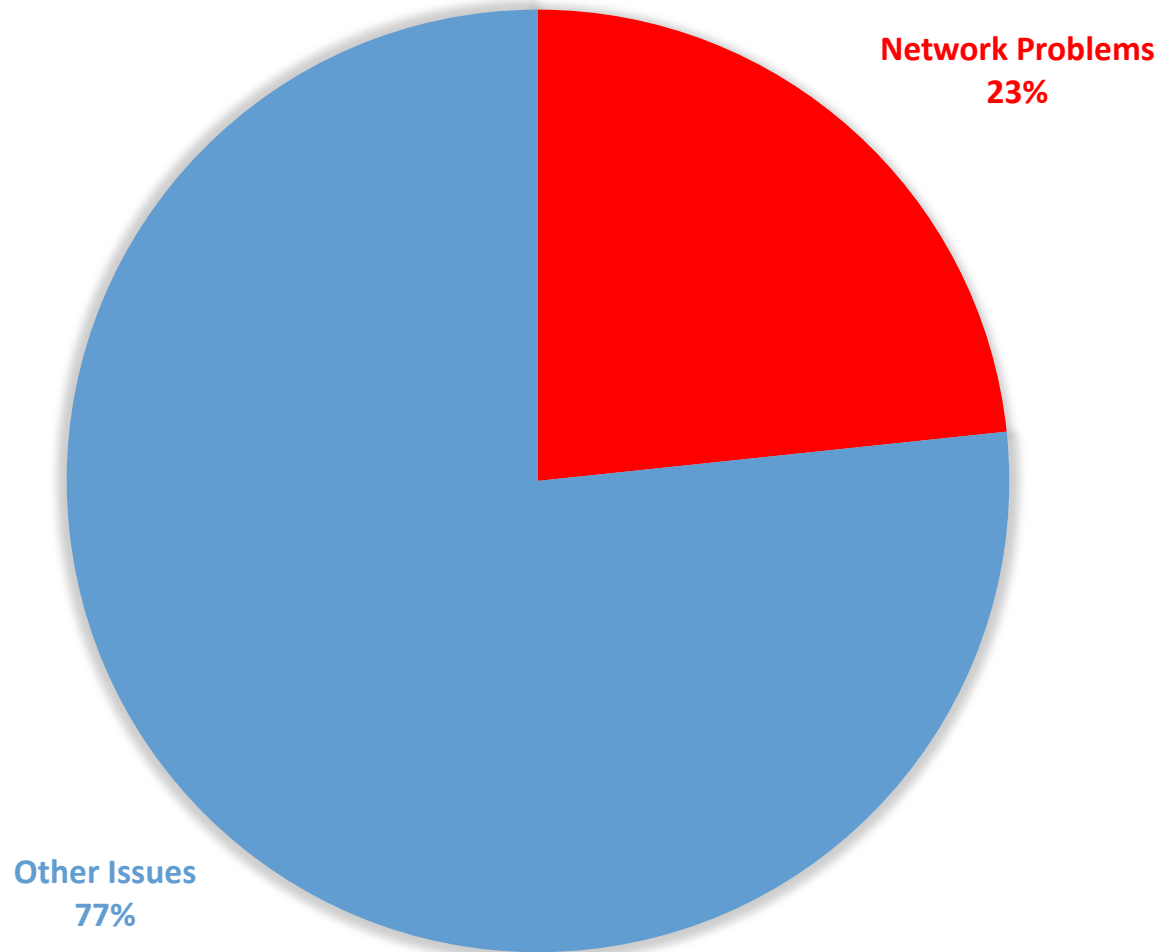
SHOULD **VOLUNTEERS** BE REQUIRED TO PAY FOR A CART
WHEN PLAYING THEIR COMPLIMENTARY ROUND?



**Rate your likelihood to recommend POS/TTRS software on a scale of 0 to 10
with “10” being “Extremely Likely” and “0” being “Not At All Likely.”**



IF YOU RATED YOUR POS/TTRS PROVIDER FROM 0 TO 6, WHAT PERCENTAGE OF YOUR RATING IS BASED ON THE SLOW NETWORK SPEED AT YOUR FACILITY?



What Did We Learn?



Caution: The Number of Responses While Demonstrating a Clear Trend Where Not Sufficient to Generate a 90% Degree of Confidence with a 10% Margin of Error

1. Not surprisingly, there is a lack of consensus amongst golf course operators as to best practices.
2. On Slide 4, I included an exercise on the financial impact on eight vs. 10-minute tee times on a Northern course. The revenue difference from the reduced capacity of 10-minute tee times can result in upwards of \$160,000 in lost revenue with a green fee of only \$30.
3. 70% indicated that Spring rates should not be offered, but it is my observation that most everyone does. Based on the “bear/squirrel” syndrome, I don’t understand why Spring rates are offered. Fall, however, I can appreciate a discount of 10% when aeration occurs, baseball is ending, and college football and pro football are launching.
4. 2020 demonstrated that golf could be well conducted with social distancing. Hence, walk-up play should be encouraged. I didn’t hear of one instance where someone contracted COVID at a golf course.
5. There continues to be a growing popularity of online desktop and mobile app booking. Calling the pro shop is so passe. In a recent survey we conducted, 65% of the golfers indicated they prefer online booking. They averaged 58 years of age with a median household income of \$98,000. Note that millennials (those under 40) are no longer responding meaningfully to desktop surveys.
7. Considering that most tee time reservations, before the pandemic, were made inside a 48-hour window before the day of play, I think seven days for all municipal and most daily fee courses is the right window for booking. It would be interesting to study the no-show rate based on when the reservation was made. My guess is the further the reservation was made in advance, the higher percentage of no-shows that result.

Caution: The Number of Responses While Demonstrating a Clear Trend Where Not Sufficient to Generate a 90% Degree of Confidence with a 10% Margin of Error

7. While many courses, particularly North of I-80, generate 25% based on afternoon leagues, the requirement to have to limit the course to 9-hole play for 2 ½ before leagues start is a concept I understand but can't financially embrace. I think these leagues and tournaments and outings should be charged a premium over the rate for the time of the day and the day of the week they are playing. Don't understand why someone would discount a large group.

On Slide 18, I ran an analysis comparing blocking the course for 2 ½ hours for nine-hole to accommodate double tee for league play vs. operating the course "normally." While the numbers indicate it is a slight push, the assumptions made were biased towards double tee for leagues.

8. Annual season passes are an awful concept. Either the course loses when golfers play far beyond the forecast "break-point" or the golfer when they buy the pass and not use it. The season pass "abusers" are bad customers based on their feeling of entitlement, how they treat other golfers, and often become resented by the staff. The excuse that a golf course needs the "winter" cash flow to tide it over rings hollow to me.

We ran the numbers on offering a loyalty card for \$99, \$199, or \$299 that provides a 10%, 20%, or 30% discount on every round played modeling courses that charged as little as \$40 to as high as \$75. The loyalty card program far outperformed a season pass in increasing the revenue per round regardless of the number of rounds played. Call me (303 5966 4015) if you want me to run the comparison for your course.

9. Seniors, Military, Adaptive, Veterans, and Junior issue has some interesting twists. A discount on the green fee is understandable – for the senior is 65 or older. Prior to the pandemic, I ponder whether providing weekend access to these groups, particularly the active-duty military, at a 10% discount would have been viable.

Caution: The Number of Responses While Demonstrating a Clear Trend Where Not Sufficient to Generate a 90% Degree of Confidence with a 10% Margin of Error

10. I can't fathom why any golf course operator would offer a discount over 10%. On Slides 28 – 31, I inserted the impact of discounting vs. raising rates. If a course raised its rates 50%, it could lose 33% of the golfers, have a golf course in far better condition, and generate the same revenue. Offering Seniors, Military, Adaptive, and Veterans a discount of 20% suggests you need 25% more golfers to generate the same revenue. It is not going to happen.
11. Offering Seniors, Military, Adaptive, and Veterans a discount on green fees and carts also is debatable. Green fees – yes, carts – why?
12. We just completed an engagement where full-time employees, part-time employees, and volunteers are precluded from playing the golf courses at which they work. I don't understand that. If I owned a golf course, it would be a requirement of the position that the golf staff and the agronomic crew play golf bi-weekly so each could understand the experience being offered to the customer working in tandem to improve the playing conditions.
13. There is a huge catch on allowing Volunteers to play golf for free. The IRS considers it compensation at a daily fee owned golf course. If one googles "Volunteers and Golf," several articles appear where the owner was required to pay the IRS over \$80,000 in back taxes for volunteer play. Interestingly, non-profits, i.e., municipal golf courses, are exempt from this requirement.
14. The respondents to the survey used Club Prophet, ForeUp, GolfNow, and LightSpeed. The reviews were largely favorable, with network speed the principal issue. I wished we had at least 50 responses for each vendor so we could have compared and contrasted which firm was rated the best.

Got Any



Call me at 303 596 4015.

It be my pleasure to do a zoom meeting to answer your questions and hopefully provide additional perspectives to benefit your facility.

