

A Photo Essay

**Unique Management Practices:
Exemplary Marketing and Customer Service
Values**

**From around the World
A Step by Step Guide**



Golf Convergence

**Presented by
J. J. Keegan, Managing Principal**

Introduction

Welcome!

Thank you for making an investment in ensuring your facility offers outstanding customer service.

By your purchasing this manual, you have already made a profound statement: you are committed to excellence and ensuring that your customers receive value. Congratulations! You are in the top 5% of all golf course operators across the world.

Why Publish the Best Practices?

Golf at its most basic form is entertainment and directly competes for a customer's leisure dollar. Over the past 15 years the supply of golf courses has increased 50% but demand to play has remained constant at around 26 million rounds per year.

Golfers have a choice. With the advent of the high end daily fee over the last decade, the upgrade of many municipal courses and private clubs having gone from "waiting lists" to "resignation lists", competition has never been greater to find golfers.

Unfortunately, this trend is not likely to abate within the next five years. (See Vision 2005 and 4th Annual State of the Industry Analysis delivered January 27, 2006 Orlando, FL to a full house of golf industry leaders, writers and executives at the PGA Merchandise Show at www.golfconvergence.com).

Since only 18% of those who play their first round will ever return, the "first impressions" we make are forever lasting.

Thus, the fifty (50) customers who pay you in excess of \$4,000 annually to play your facility, the twelve percent of customers that generate 60% of a course's revenue with less than 5,000 distinct individuals visiting a course annually, each of these customers and their loyalty to your facility is a valuable commodity to your franchise.

The purpose of this photo is to show you what your peers are doing around the world to attract and retain customers. While no single idea presented herein will be radically illuminating or perhaps a great departure from your current practices, this photo essay is designed to serve as a catalyst for your staff and yourself to ask, "How can we offer our customers better value?"

From working at a facility daily, you become anesthetized to what you do well and to those items that really aren't up to your standards but you accept they will get fixed –

“some day.” This essay was published to “refresh” your own perspective by looking at the practices of others, you can gain new ideas for your own facility.

As these the really “Top 50 Best Management Practices”

No. Any list by its very nature is inherently flawed. No matter how experienced and knowledgeable a selection panel or individual may be, no one can get the ratings right, simply because there is no “right.” Thus, we openly admit that these pictures are nothing more than a collective guess, an objective average of subjective opinions.

Not only are the pictures not the “Best Management” practices, some of the photographs displayed may be deemed by some to be a “bad practice.” For example, the dress standards, as displayed by a collection of photographs demonstrating what is consistent with club policy at New South Wales, in Sydney Australia, if applied to the US would leave many courses devoid of golfers. However, what is captured in the photograph is that New South Wales has taken a very sensitive subject that causes embarrassment to the guest or golfer when they are addressed personally, and have found the best forum to communicate their policy in the most diplomatic and socially gracious manner possible. For that they should be commended.

Thus, the 50 “Best” Management Practices really represent unique ideas observed over the past two years in visiting in excess of 1,000 golf courses. Courses highlighted were located in eleven (11) different countries (parenthesis highlights number of courses selected): Australia (3) Canada (4), China (5), Dominican Republic (2), England (2), Ireland (1), Japan (2), Korea (2), Scotland (2), United Arab Emirates (2) and the US (25).

What You Will Learn and How You Will Benefit

While some of the practices displayed are prohibitive by culture, by recurring cost, by limited capital budgets or by practicality, golf as a business does not start on the 1st and end on the 18th green.

In connecting the “dots” of the individual components in the “assembly line” on offering 1 individual 1 round of golf, the manufacturing process starts long before the golfer arrives and should end long after they depart. We often think of the components of golf operations as a series of unrelated activities. Hopefully, this manual will change that mindset.

From reading the material contained herein, our personal goals in writing this essay will have been fulfilled if you as the reader glean the following:

- ◆ The cost of excellence doesn't have to be financially expensive.
- ◆ Personal service will always create greater value than capital investment.
- ◆ Creativity is not a scarce resource
- ◆ Our heart influences our mind which controls our tongues which determines our actions.
- ◆ Your core business is the creation of “fun” – providing an entertainment experience that is relished by the customer as unique, rewarding and a good value proposition.

To assist you in this process, the manual has been organized as a workbook which includes:

- ◆ Index of the 50 Best Practices along with the estimated cost to implement
- ◆ For each photograph, an explanation is provided of why the standard noted was unique.
- ◆ Questions to stimulate your thinking along with space to “take notes” to compare with your peers your own creative ideas for your course.
- ◆ A Survey of the Amenities Offered by the Top 100 Golf Course

What Next?

Having ideas is easy, execution on a consistent basis is always a challenge.

Golf Convergence offers a comprehensive “Facility Evaluation” in which we use a 500 point check list to benchmark your facility. From the time we arrive at the airport, check in at the hotel, depart your facility, we are mindful of the brand message you are creating in contrast to your competitor. You will receive an extensive report, a “score” for your facility – all of which will be communicated in an interactive session. You will see photographs of your course and your competition; and in a meeting with your entire staff, they will depart energized and ready to take your customer service a higher level which will positively impact your bottom line.

To begin this process of self renewal, please call 303 283-8880. We can be at your facility within two (2) weeks.

An Index of the Top 50 for 2005

	Best Practice	Cost Estimate
50	Tee Signs	\$2,500
49	Signature Hole Recognition	5,000
48	Course Condition Board	750
47	Railroad Car As Bridge	15,000
46	Golfer Training Device	100
45	Pictorial Dress Code	150
44	Logo Hand Towels in Bathroom	3,000
43	Signage – Appropriately Worded “Bears”	100
42	Signage – Appropriately Worded “Fires”	100
41	Christmas Sale to the Public	0
40	The Course Mascots – Stuffed Animals	1,000
39	Caddies Designated by Ranking	2,000
38	Golf Balls Signed by PGA Pros and International Guests	150
37	Balls Markers from Visiting International Guests	75
36	Tee Markers	2,000
35	Iced Towels in Beverage Carts	3,500
34	Hole Flags Promoting USGA Events	1,000
33	Slow Play Signs	200
32	Christmas Catalog	7,500
31	Golf Course with a Theme	9,000,000
30	Walk of Aces	1,250
29	Seth Raynor Inspired Course with a Theme	10,000
28	Range Yardage Signs	350
27	From Bag Drop to First Tee	150,000,000
26	OSU – A University Theme consistently applied	3,000
25	Hot Pies and Cool Spaces	750
24	GPS for Tournaments with Leader Boards	60,000
23	Check In with “Hot Towels”	4,500
22	Cowboys Club: Fixed Price Green Fee	12,500,000
21	Well Designed Web Site	15,000
20	Trademark of Brand Name	500
19	Wireless Network in Clubhouse	750
18	A Comprehensive Customer Experience	4,000
17	History – Honoring Bobby Jones	1,750
16	Pace of Play on Range Balls	12,500
15	Anticipating Customer Needs	6,000
14	Television Monitor Broadcasting Availability of Range Stalls	2,000
13	Administrative Offices Sign	150
12	Customer Data Collection Tool	1,500
11	Engaging Customers: Donating Golf Balls and the Daily Newspaper	4,000

The Top 10

	Best Practice	Cost Estimate
10	History and Tradition reflected in Plaques and Statues	20,000
9	Pace of Play, History and Customer Service	5,000
8	Grand Clubhouses	40,000,000
7	Golf Carts on Tracks – Remote Controlled	400,000
6	Smart Cards, Service and the Internet	6,000
5	A Pro Shop with Dress Clothes	20,000
4	Integrating a Country's Culture into the Game	2,000
3	Symbol of Accord	500
2	Advertising on Carts at Airport	10,000
1	Course Names: Fire, Earth, Water and Wind	0

NEW PERSPECTIVES

2005

50 BEST MANAGEMENT PRACTICES

*J. J. Keegan, Managing Principal
Golf Convergence*

Golf Convergence



Caveats to the Presentation

1. This represents our 7th Annual Presentation of the Best Management Practices.
2. Each year we try to update the presentation with new services observed. A few favorites remain from prior presentations and are highlighted at the beginning.
3. Green fees prices are listed as follows: \$ = under \$50, \$\$ = 51 – 100, \$\$\$ = \$101 - \$150, \$\$\$\$ = \$151 – 200, \$\$\$\$\$ = over \$201. The prices listed represent the amount paid on the day played. They fees may be significantly different from the courses quoted “rack rate.”
4. The purpose of this presentation is to measure price/value from the sole perspective of the golfer.
5. All pictures were taken between January 1, 2003 through October 31, 2005 and may not represent actual conditions at the facility today.
6. While a picture is worth a 1,000 thousands, many of the pictures taken do not necessarily reflect how the golf course is delivering the service noted by the photograph. If you have any questions, please call. I would be glad to elaborate on why I was impressed with the service noted.
7. Our goals to maximize your revenue, increase your operational efficiency and enhance your customer service. We hope these photos trigger some ideas. Best wishes for a prosperous golf season, JJK

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Bonus 2001: Best Bill Board



Why Best Practice

This bill board is effective for many reasons: 1) It contains an appealing photography that would entice the avid golfer, 2) a sensational tag line “Golf Heaven; 3) Announces the opening of the new course (it is a 54 hole resort); and 4) Informs that you are only 34 miles away.

Most resort bill boards are merely informational, providing contact information or directions. Some have compelling pictures but few have compelling tag lines. Another effective billboard I have seen was leaving the San Antonio Airport where Hyatt Regency had the tag line “20 minutes but a million miles away – this fall enjoy the change of season with a chance of pace.”



Estimated Cost to Implement

Most Billboards in metropolitan areas can be rented for \$2,500 per month.



Questions for Review

- 1) Would a billboard work for your course at a throughway intersection?.
- 2) What is your course’s “unique selling proposal” that would entice the golfer?
- 3) Would you include your phone number and web site address?



How and When do you Implement?

Bonus 2001:

Bill board – The Best We Have Seen

Eagle Ridge
Galena, IL
Daily Fee
Resort
Green Fee: \$\$\$

Why “Best Practice”

Most signs are “announcements” not enticements.



Bonus 2003: Complimentary Luggage Tags



Why Best Practice

Golfers are an “interesting breed.” Collectively, they are all in search of the ultimate golf experience. With only 10% population playing the game, thousands of dollars in advertising and marketing can be wasted. How do you convey cost efficiently a course’s brand and create an incentive for a potential customer to come?

Barton Creek’s approach of giving guests complimentary luggage tags is inspired. It costs very little, take only a few moments of a staff members time, but unconsciously solicits the guest as an ambassador for the course. As people wait for their luggage at an airport or arriving by car at a baggage drop, the casual observer often asks, “How was Barton Creek?” When told that it is a a must play course, the seed has been planted for a new guest.



Estimated Cost to Implement

Luggage tags cost about \$0.50 each.



Questions for Review

- 1) Would a luggage tag or bag tag create inexpensive marketing for your course?
- 2) What appealing image would you use to entice the potential golfer to come?
- 3) What tag line would you use to hook the customer., i.e., “I just played the best...I just conquered....., I came, I saw, I will conquer next time....., Follow me to...”



How and When do you Implement?

Bonus 2003: Complimentary Luggage Tags

Barton Creek
Austin, TX
Resort
Green Fee: \$\$\$

Why “Best
Practice”

Free advertising.

Every golfers
ask
who sees the tag,
“How was
Barton Creek?”
Answer is
awesome.



Bonus 2003: Player Assistant - Truly



Why Best Practice

When you see an “ambassador/ranger” driving near, “Is your first thought, “Am I about to get chewed out for my slow play?”

Though golf is a service business, most course personnel act as “policeman” rather than friends. It doesn’t have to be that way.

Course personnel, like at Disneyland, should be viewed as “characters” with roles to play to exceed customer’s expectations. I remember a ranger came by when we were looking for a ball and asked, “Are you playing for money, or trying to qualify for the US Open?” When the answer was “neither”, he threw a brand new Titleist on the ground and said, “Here’s a gift. Just play this.” The message was subtle but effective.

The picture displays great service by a ranger. For him to call another course to rearrange the tee time for a concerned guest was spectacular. The golfer, by coincidence, a writer for a Canadian Golf Publication, commented that couldn’t wait to write a story about this course’s great service.



Estimated Cost to Implement

It starts with hiring the right people. Training sessions also are beneficial but most importantly, customer service starts with the attitude demonstrated by the Director of Golf. The staff will treat guests as he does. Cost: \$0.



Questions for Review

- 1) Which employees on our staff receive the most compliments?
- 2) Do we have an employees who receives complaints on a constant basis.
- 3) I am the “king who oversees the castle” or am I servant waiting on the guest?



How and When do you Implement?

SUCCESS

SUCCESS

Bonus 2003: Player Asst. – truly

Tidewater G.C.
Myrtle Beach, SC
Daily Fee
Green Fee: \$\$

Why “Best
Practice”

Great customer
service.

Pace of play was
little slow. The
golfer had
another tee time
in 45 minutes at
another course.
The starter
commented, “No
Problem.” Got
on his cell,
called the
course, got the
time rebooked.



#50: Tee Signs



Why Best Practice

In Skiing, the trails are appropriately marked: Double Black Diamond, Black, Blue, Green. The participant, based on their level of competency, can bite off what they care to chew.

In golf, many experienced golf course operators have commented that because of the “macho factor”, men tend to play too far: at least 1 tee back. This practice results in increasing the length of the round and contributes to overall slow play – both death for the operator in terms of the groups enjoyment of the round.

The Jones Trail when it opened used tee markers that were violet, lilac, lime, pink, baby blue, fuchsia, etc. No one knew where to play from. The result of these confusing colors was that groups played from further back than they should have.

The signs used by Sand Barrens create a very diplomatic way to encourage the golfers to play the correct tee.



Estimated Cost to Implement

A wood working shop at the course could create these for around \$2,500.

Questions for Review



- 1) Are your tees “gender unfriendly?”
- 2) Is pace of play a concern at your course?
- 3) What diplomatic way can you think of for guiding the golfer to the proper tee for their ability?

How and When do you Implement?



#50: Tee Signs

Sand Barrens
Avalon, NJ
Daily Fee
Green Fee: \$\$

Back tees: Pro 0 - 6
1 Up: Championship 7 - 12
2 Up: Amateur 13 - 24
3 Up: Rookie 24 - 35
4 Up: Beginner: 36 +

Why “Best Practice”

Positive impact on pace of Play. Thought a “repeat” slide, practice is great!



#49: Signature Hole Recognition



Why Best Practice

Every golfer likes to par or birdie the signature hole. No matter how they played the overall round, achieving excellence on this designated hole instills pride and satisfaction in a golfer.

Match that feeling with a plaque to recognize the achievement, and you create a bond of goodwill with the player increasing the probability that they will return. More importantly, the free of word of mouth advertising the course will receive from the golfer bragging to his friends and/or hanging the certificate on the wall makes this practice a differentiator.

Perhaps this is best executed at a high end daily fee golf course that has caddies who can report from the course the golfer's accomplishment. Using the phone to call in your orders to the clubhouse restaurant or communicating via the cart attendant who has a walkie/talkie are two ways to execute this practice.

Estimated Cost to Implement



A laser printer can make a "supply" of hole recognition signs and merely placing the printer in the cart return provides an effective "awards platform." Annual cost would approximate \$5,000.

Questions for Review



- 1) Do you have a "signature hole?"
- 2) What is the number #1 memory/experience/feeling you want your guest to depart with?
- 3) How can you cost effectively implement excellence in a novel way?

How and When do you Implement?



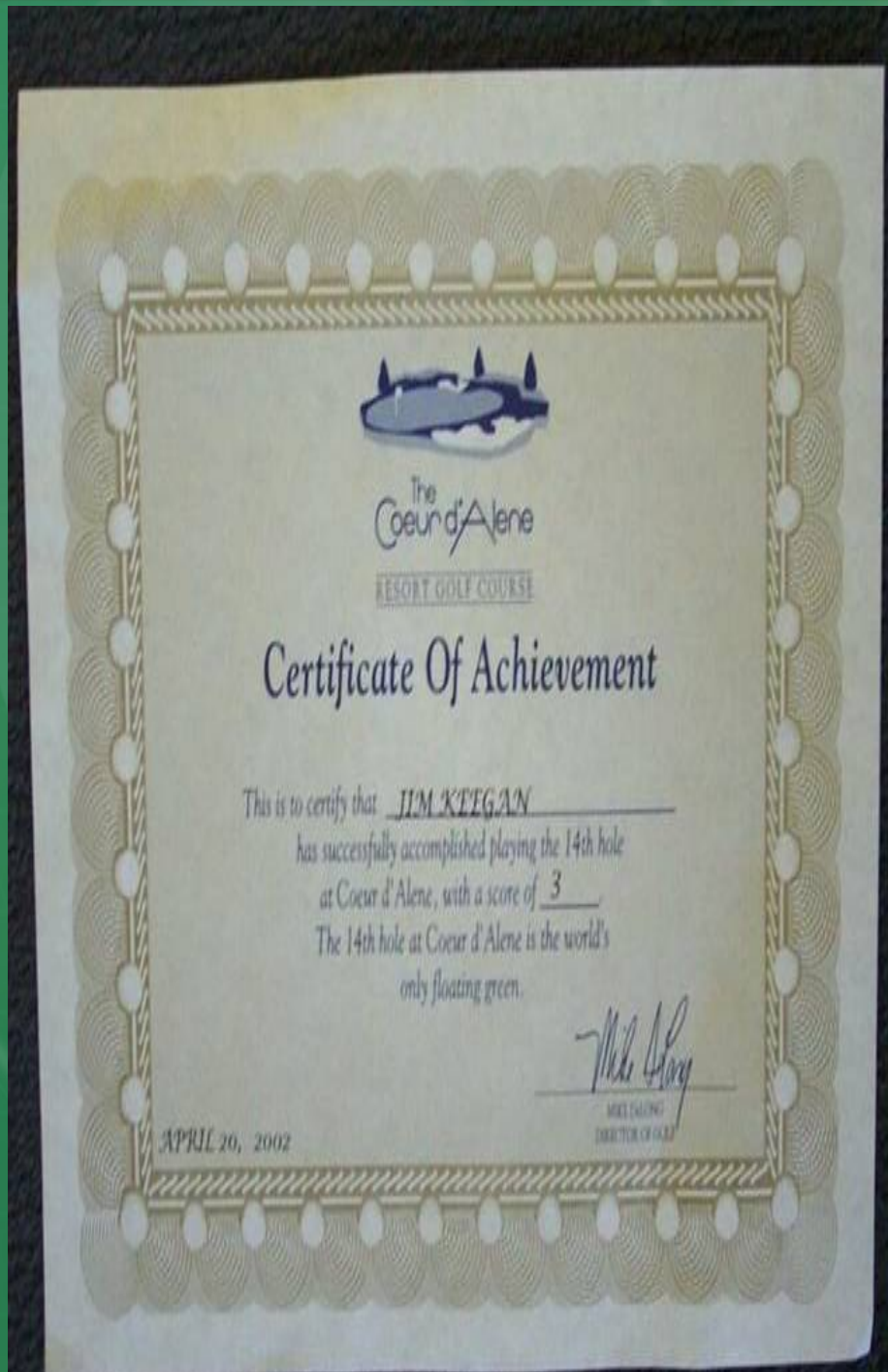
#49: Signature Hole Recognition

Coeur d' Alene,
Coeur d' Alene, Id
Resort
Green Fee: \$\$\$\$

What a novel
idea. The
floating green
hole: Par/birdie
and get a
certificate for the
wall.

Why “Best
Practice”

Customer
recognition.
Though a repeat
slide from prior
edition, this is
superlative.



#48: Course Condition Board



Why Best Practice

Every course “brags” about their conditions. Focusing first on greens, then tees, ever facility believes they work hard at maintaining the course in good condition. You will never “We maintain our course poorly to save money, and to fool the patron that it is a “temporary condition” due to a recent storm.”

A golf course is a “living garden”. How many golfers could identify the type of grass used on greens, tees and rough? By adding that information to your scorecard or on a board near the sign noting recent chemical applications would be informational, educational and add to the golfers experience, learning to appreciate the challenge of maintaining the course.

The course condition signs indicate “We care about the condition of our course and are closely monitoring to ensure that you enjoy your experience.



Estimated Cost to Implement

A laminate board with magnetic numbers would codes about \$750. The message it sends is priceless.



Questions for Review

- 1) How could is the condition of your course?
- 2) Do you get the full value out of your maintenance budget or are you satisfied with merely acceptable course conditions?
- 3) What is the best forum to communicate our commitment regarding the details on how we execute crisply?



How and When do you Implement?

#48: Course Condition Board

Presidio GC
 San Francisco, CA
 Daily Fee
 Green Fee: \$
 Left

Tidewater G.C.
 Myrtle Beach, SC
 Daily Fee
 Green Fee: \$\$
 Right

Why “Best Practice” These signs tell me management cares about course conditions. Slide repeated because practice



#47: Railroad Car as a Bridge



Why Best Practice

While an island green is a “rare find” in golf, giving the golfer the ultimate risk/reward; the use of an abandoned rail car created a unique opportunity for “Lost Tracks.” This course, located remotely outside of Bend, Oregon, used this rail car to further execute a theme based on the course name. In addition to the tee markers made of foil stamped Railroad engines, the installation of the railroad car as a bridge was unique.

This walk through car is a success because, the owner, Brian Whitcomb, decorated the railroad car as a dining parlor and hung a single bag tag on a chair. Now every golfer who plays, hangs a bag tag inside creating their own immortality at the golf course.

This tradition has been so successful that golfers come from afar merely to hang their own personal bag tag. If there is any downside, the idea has become so popular that Brian’s staff has to “clean the car” and remove the bag tags every 90 days. Lost Tracks has probably amassed the world’s largest collection of bag tags.

Estimated Cost to Implement



The most inexpensive part was buying the abandoned rail car: \$5,000. The real expense was incurred in moving it from the tracks and installing, \$10,000.

Questions for Review



- 1) Does your course have a feature that is unique that makes the golfer go “wow!”?
- 2) Does your course has a “theme” that could be expanded in the restaurant, hole signs or tee markers?
- 3) What could you do that none of your competitors is doing to decorate your own personal version of Disney Land?

How and When do you Implement?



SUCCESS

SUCCESS

#47: Railroad Car as Bridge

Lost Tracks
Bend, OR
Daily Fee
Green Fee: \$

To get to the island green, you walk through the railroad car furnished like a diner. Owner hung 1 bag tag. He now has thousands from around the world. People come to play to hang a bag tag.

Why “Best Practice”

Customer Identifies with Course Leaving his Own Legacy



#46: Balancing Device for Golfers



Why Best Practice

Golf is a tough game and participants are always searching for that one “tip” that will propel them to success.

While training tips are abundant, by having various “training tools” on the range, the subtle message is sent to the golfer that we care about your game, we desire for you to improve and we are available to help with lessons to learn the most advanced learning techniques.

For example, these cushions brought up an interesting discussion with the local golf professional about the importance of balance in the swing. Hitting from the cushions, which is difficult, emphasizes that a slower, more controlled swing yields optimum results.



Estimated Cost to Implement

The cushions are available for \$100 for most sporting goods stores. They are very popular in athletic clubs that teach individuals balance in yoga, volleyball, etc.



Questions for Review

- 1) Do you have a training devices on your range?
- 2) How often do you have “demo clubs” available and easily accessible for golfers to try?
- 3) Does your golf pro walk the range giving 5 minutes of free instruction for those golfers seeking a quick tip?



How and When do you Implement?

#46: Golfer Training Device - Balance

Kasumigaseki
Toyko, Japan
Private
Green Fee: \$\$\$\$\$

Why “Best Practice”

The devices, located on the range, assist golfer achieve proper pace of swing and foot balance prior to round. They were very effective in “grooving swing.”



#45: A pictorial dress code



Why Best Practice

Does the traditional image surrounding the game limit its appeal to the masses? Have we created such a stilted image that we intimidate potential golfers from coming to the course.

Golf was described by Thorstein Veblen as a game of the rich because only they had the 'leisure time available to indulge.

After a lifetime around the golf business, in visiting a private club, I am ever conscious of not wanting to violate the "traditions" of the club: from where I enter, to how I am dressed, etc. Nothing is more awkward than being a guest and being informed what you are doing is improper, i.e., wearing a hat inside the Men's Locker room (Milwaukee CC), or tennis shorts at a Northern club that only allows Bermuda length pants (Meridian GC) or a green blazer at Augusta CC. Fortunately, I was warned beforehand in every case though it is unlikely that I would have made the faux pas.

The sign by New South Wales is very effective in communicating the policy of the club in a location that is seen by all: as you enter the men's locker room. As the saying goes, "A picture tells a thousand words."



Estimated Cost to Implement

The frame and the pictures cost less \$150 to produce and hang.



Questions for Review

- 1) What are the traditions of your club?
- 2) How do you respectfully communicate the dress standards to your guest?
- 3) What policies do you have that imply, "we are stuffy?"



How and When do you Implement?

#45: A pictorial dress code

New South Wales
Sydney, AS
Private Course
Green Fee: \$\$\$\$

Why “Best Practice”

Pictures precisely communicate course policies in an appropriate manner.



#44: Logo Hand Towels



Why Best Practice

What does your golf club have no other facility does? Golf courses are like theme parks providing entertainment to the golfer.

Oftentimes, uniqueness can be achieved in very subtle ways, i.e., logo flower garden, a special drink at the bar (milk shake at Castle Pines), an item on the menu (turtle soup at Pine Valley), tee markers, hole signs, or amenity packages that includes logo merchandise.

The engraving of the Honor's logo on club towels is an example of a unique practice that indicates that the membership and management feel that the club is special.



Estimated Cost to Implement

The cost of a logo is about \$5. For 600 towels for the men's locker-room, the total cost would be about \$3,000.



Questions for Review

- 1) What is special about your golf course?
- 2) How do you portray the history and traditions of your course prominently?
- 3) When the golfer thinks of your course, what image comes to his mind of your brand?



How and When do you Implement?

#44: Logo Hand Towels in Bathroom

The Honors
Ooletwah, TN
Private
Green Fee: \$\$\$

Why “Best
Practice”

Uniqueness – a
different
experience.
Have rarely
seen logo
towels in
Men’s Locker.



#43: Signage - Appropriately Worded



Why Best Practice

Do you like being treated like a child?

NO! carts in parking lot, NO spikes in the clubhouse, Don't leave your clubs here – you are responsible if they are stolen! You MUST replace divots! FIX your ball marks.

When you visit a golf course, it is amazing how signs are demonstrative conveying a message that is insulting and confrontational.

The sign at Chateau Whistler, instead of staying “DON'T GO NEAR THE BEARS”, respectfully worded explains the habits of bears, the risks and the perils to them and to you should human contact occurs. Not only does the sign convey the correct message politely, but it also very educational.



Estimated Cost to Implement

The sign cost \$100.



Questions for Review

- 1) How many signs are your course have NO, DON'T, PROHIBITED?, KEEP OUT?
- 2) For each such sign, is there a way the sign can be worded in a non offensive manner?
- 3) How do you like to be spoken to or communicated with?



How and When do you Implement?

#43: Signage – appropriately worded

Chateau Whistler
Whistler, BC, Canada
Resort
Green Fee: \$\$\$\$

Why “Best Practice”

Respect for wild life and the golfer providing full explanation of the “risks.”

Note Chateau Whistler gives “complimentary engraved ball marker”



#42: Signage - Appropriately Worded



Why Best Practice

Sometimes the only word in the English vocabulary that works is NO.

When is NO appropriate? First, the answer is rarely. There is usually a better way to explain the policy.

In the case of the Raven, wildfires were raging through the Colorado Mountains causing many acres of timberland to be burned. Add to that fact that the Raven is a resort course with many out of state guests, and you have the high probability that a golfer will not be aware of the EXTREME FIRE DANGER that exists.

By asking the golfer not to smoke and explaining way, the golfer will be considerate of your request.



Estimated Cost to Implement

The sign costs \$100.



Questions for Review

- 1) For each sign in which you use the word NO, is the condition life threatening or environmental sensitive?
- 2) Have you had your course secret shopped and rated for being “customer friendly” in terms of the messages conveyed?
- 3) Where is the balance between protecting and being over zealous?



How and When do you Implement?

#42: Signage – appropriately worded

The Raven Golf Club
Dillon, CO
Daily Fee
Green Fee: \$\$

Why “Best Practice”

Explanation provided of “environmental stewardship” and risks of smoking on course.



#41: Christmas Sale to the Public



Why Best Practice

Who doesn't like to buy merchandise at a discount? That basic customer desire balanced with a course's needs to get rid of overstocks, seasonal merchandise and styles that are outdated creates the perfect opportunity to hold a sale.

By aggressively monitoring your inventory turns and moving slow items onto "bargain" tables throughout the year, a course can minimize its investment in inventory.

The USGA has a sale in October of all left over merchandise from its Championships that gets rifled through fast. At Pinehurst, a Christmas sale, which is their off season, helps clear the shelves for the Spring items at this popular resort where logo merchandise is always a popular buy.

The ability to offer Valentine's Day, St. Patrick Day, 4th of July and Labor Day sales gives the course the opportunity to move merchandise. The key to profits in inventory management is ensuring large "turns."

Estimated Cost to Implement

To hold a sale really has no incremental cost.

Questions for Review

- 1) Do you track customer spending within your POS?
- 2) Can you categorize spending habits by customer?
- 3) Do you use electronic email to communicate to your customer tee time specials, merchandise offering, tournaments, etc.

How and When do you Implement?

#41: Christmas Sale to Public

Pinehurst
Pinehurst, NC
Resort/Private
Green Fee: \$\$\$\$\$

Why “Best Practice”

Liquidation of year end merchandise at attractive price for customer and for golf course.

The room was “busy” all afternoon



#40: Course Mascots



Why Best Practice

What do you buy after you have the logo ball, the hat from the course and perhaps a shirt? Most golf courses only stock “consumables” – those goods that would be used on the golf course. With tournaments accounting for 33% of total play at most public facilities, those facilities that stock “creative merchandise” do well in stimulating customer sales.

For example, at Dancing Rabbit, their tee markers are “Rabbits” made from plaster painted in different colors. They offer and sell the rabbits in the Pro Shop. Note that the sale of popular tee markers is also wise to reduce “theft.” At Grayhawk in Scottsdale, AZ, they have a fabulous inventory of ladies apparel that is appropriate for evening wear.

The reason why mascots are popular is that a parent can buy them for their child and/or the mascots could be used for head covers. We have noted that pro shops that stock University merchandise from neighboring colleges do well with those unique items.



Estimated Cost to Implement

The cost is based on the inventory purchased, perhaps \$2,000.



Questions for Review

- 1) Do you allocate about 15% of your apparel to ladies goods?
- 2) Have you thought of adding clothes that are appropriate beyond golf: jewelry, sport coats, belts, dress shirts?
- 3) What unique items could you stock that would identify your course with a theme?



How and When do you Implement?

#40: The Course Mascots

Metro Parks
Cleveland, OH
Municipal
Green Fee: \$

Why “Best Practice”

Advertising that course has multiple facilities and the sale of merchandise that is unique and could be bought for anyone.



#39: Caddies



Why Best Practice

The most enjoyable round of golf for me is to walk with a caddie. Somehow this makes me feel very special. What makes this experience even more delightful is when you and the caddie bond personally and they are able to adapt your game to the course by selecting the right club, advising on the line of play, and direction for a putt.

Defining service level expectations for a customer is paramount. People most often promise according to your hopes but perform according to your fears. By defining those expectations in advance, the customer's perceptions are set. How many times have you seen on a staff person's name tag their golf handicap, years of service, where they were born, whether they are a PGA Professional and if so, what classification?

By informing the customer through name tags, or in this case, different types of uniforms, customer service level expectations are clearly defined.

Estimated Cost to Implement



The cost for uniforms can vary from 0, where the employee is required to buy the shit to perhaps as much as \$2,000 annually for 80 shirts.

Questions for Review



- 1) Do you have a caddie program? If not, why not?
- 2) Is your cart revenue that important to your business that you could not train 15 high school kids to work during the summer on an "as needed – call in advance basis"?
- 3) Have you given thought to the fact that the erosion of caddie programs in the US has dried up one of the most popular ways children learn the game? Perhaps the lack of the growth in golfers over the past 15 years is nothing more than that carts have replaced caddies.



How and When do you Implement?

#39: Caddies Designated by Ranking

Casa de Campo
Teeth of the Dog
La Romana, DR
Resort
Fee: \$\$\$\$

Caddies shirts:
gold, white and
blue differentiated
ranking of caddies
experience from top
to bottom.

Why “Best Practice”

Subtle message to
customer regarding
“service level”
expectation to be
received.



#38: Golf Balls Signed by Pros and Intl. Guests



Why Best Practice

When you walk across the Swilican Bridge, trudge up the hill on 18 at Augusta or walk off the last green at Pebble Beach, what crosses your mind? For me, it the thought that I am walking in the foot steps of every great golfer who has ever lived.

There are over 34,000 golf courses in the world, each facility is unique in some way: whether it is by the championships held, the names of visitors who have played, the changes made to the course over the years or rich history of course itself.

Understanding and capturing that history makes the golfer feel likes he is visiting a special place.



Estimated Cost to Implement

Ball racks are \$75 for 81 balls.



Questions for Review

- 1) What are you doing to create and display “a history of traditions” at your course?
- 2) Do you have a collection of memorabilia from dignitaries who have visited?
- 3) What championships have been conducted at your facility? Have you received and hung a plaque received from the PGA or Amateur Association that held the event at your course?



How and When do you Implement?

#38: Golf Balls signed by Pros and Intl. Guests

Apache Stronghold
Globe, AZ
Resort/Casino
Green Fee: \$\$

Cocotal Golf
and Country
Club
Punta Cana,
DR
Resort
Green Fee:
\$\$\$

Why “Best
Practice”

PGA players and
International
visitors leave
logo balls
creating sense
course is special



#37: Ball markers from visiting guest



Why Best Practice

Scotland, the name inspires one to think of the birthplace of golf. For the avid golfer, it is a pilgrimage that must be made. But who makes that pilgrimage and from where do they come?

As you stand on the 1st tee at Kingsbarns in the shadow of the town of St. Andrews, the answer is revealed. Ball makers from around the world adorn the ball washer. That display really gives you a sense that you are at a special place, standing where many have stood in awe and anticipation.

In traveling around the world, I have learned that every course is unique. Do you wonder where all the people come from that play your course? While 95% of your play is probably based on golfers who live within 20 miles, what about the 5%? How far have they traveled and why did they come?



Estimated Cost to Implement

The flat extension panel from the ball washer stands costs \$75 with brackets.



Questions for Review

- 1) What is it that compels a golfer to your facility: history, price, challenge, convenience?
- 2) What is the one unique attribute that your facilities provides that isn't found at other golf courses?
- 3) What novelty could you collect and display from your guests, i.e., business cards, logo balls from their home clubs, bag tags, etc.



How and When do you Implement?

#37: Ball markers from visiting guests

Kingsbarn G.C.
Fife, Scotland
Daily Fee
Green Fee: \$\$\$\$

Why “Best Practice”

Golfers from around the world leave ball marks creating sense is special.



#36: Tee Markers



Why Best Practice

Tired of seeing the blue, white, red and black plastic balls to mark the teeing ground? A golf course is an entertainment park. Are you providing entertainment with novelty in executing?

Golf course operators often prematurely judge that these items cost too much, are likely to be stolen, deviate from the traditions of the game, etc. I think they are missing the essential point that if golfers measured their sole experience by how well they played, very few people would rate the experience as pleasurable.

It is the unique and differentiating things that catch the eye and amuse the golfer that can make the difference in their satisfaction.



Estimated Cost to Implement

Depending on how elaborate you become, changing the tee markets into something unique, cartoon characters, sun dials, Christmas ornaments, local wildlife, etc. should cost no more than \$2,000.



Questions for Review

- 1) What kind of tee markers do you use?
- 2) Are the colors used traditional or would they create confusion as to where the golfer, based on his ability, should play from?
- 3) How could you change what you are doing to spark the interest of your customers that your facility is not “just another course”?



How and When do you Implement?

#36: Tee Markers

Caledonia
Game and Fish
Pawley's
Island, SC
Daily Fee: \$\$
Left



Apache Stronghold
Globe, AZ
Daily Fee
Green Fee: \$\$



Lost Tracks
Bend, OR
Daily Fee
Green Fee: \$
Right



Why "Best
Practice"

Recognizes
entertainment
value of game.

#35: Iced Towels on Beverage Carts



Why Best Practice

Eighty (80%) of golf rounds played in America are surprisingly within a vary narrow temperature range band: 60 degrees to 90 degrees (heat index). While some courses may attract bears in the Spring or squirrels in the fall harvesting their last round, the correlation between weather and rounds is very direct.

Thus, if the beverage cart offers hot chocolate (of course, with whipped cream and/or marshmallows) during nippy times or provides an iced towel to balance the blazing sun in Arizona or Florida, golfers are appreciative.

The scented mango iced towel at Ocean Hammock was a “home run” to adjust my body temperature. To offer something that was so refreshing and unique is responsive to the guest and justified the price of the green fee paid.

Estimated Cost to Implement

300 hand towels, coolers, and the ability to wash the towels is all that is needed. About \$3,000 per year should cover the cost.



Questions for Review



- 1) What amenities do you offer to your golfers to accommodate for weather beyond the normal bands of “comfortable conditions?”
- 2) Does your beverage cart offer some unique amenity that is indigenous to the local culture: crayfish in the south, tamales or chili rellenos in the Southwest or meat pies in Australia or apples in Washington?
- 3) Does your beverage cart include “sport drinks” to re-energize the golfer?

How and When do you Implement?



#35: Iced Towels on Beverage Cart

Ocean Hammock G.C.
Jacksonville, FL
Resort:
Green Fee: \$\$\$\$

Iced towels that are
mango scented

Why “Best Practice”

Unique Amenity in
Hot Florida sun
creates a
differentiating
experience.



#34: Hole Flags Promoting USGA Event



Why Best Practice

Wicker baskets – think Merion. 6' flagsticks – think Europe.

Golf courses can be really boring: red flags on the front nine, yellow flags on the back. Blue, Red and White to mark back, front and middle pin positions. Yawn!

When is the last time you saw a flag stick and went, that is cool? When is the last time you saw a flag stick with the hole number affixed to the pennant. Not recently probably. Because of the cost of replacing the stolen flag, it is easier to go generic.

If you saw a flag that was in Roman Numbers, or spelled in French, would you notice?



Estimated Cost to Implement

The cost for flags would be \$1000 depending on the intricacy of colors and fabrics.



Questions for Review

- 1) Do the green flags you use facilitate or hinder play?
- 2) Do your flags have any meaning or message, i.e., you should be 1 hour and 15 minutes to here on the 5th hole flag?
- 3) Could you rotate flags to highlight upcoming tournaments or special events?

How and When do you Implement?



#34: Hole Flags Promoting USGA Event

Blue Heron Pines
Atlantic City, NJ
High End Daily Fee
Green Fee: \$\$\$

Why “Best Practice”

Subtle message that the course you are playing is “special” creates favorable impression on customer as to value paid.



#33: Slow Play Signs Progressive



Why Best Practice

Is there no problem more vexing on a golf course than slow play. Every club disdains it but few actions taken are effective.

It is a toss up as to who hates slow play more, the ranger who delivers the message and hears, “ we were waiting on the last tee, we just lost a ball, we paid our money and will play at our own pace,” or the golfer who gets chastised.

While GPS tracking with automatic cart messages is a great technique for monitoring play, few facilities around the world have adopted this, considering the cost of that technology.

One of the more cost effective and functionally efficient systems we have seen is where the ranger uses a flag as he drives by a group, “Green = ok, yellow = ½ hole behind, red 1= hole behind, black = stand aside and let the group behind you play through.”

The signs displayed in this “best practice” are not only progressive but also written in multiple foreign languages so that the guest can read the message.



Estimated Cost to Implement

The hand made signs or flags cost \$200. GPS starts at \$60,000 per year.



Questions for Review

- 1) If you were to increase your play by 30 minutes per round, how much more revenue could you generate?
- 2) Is you course known as a “fast play course”.
- 3) Do you offer golfers \$5 back on their green fee if they play in less than 3 hours and 45 minutes?



How and When do you Implement?

#33: Slow Play Signs – Progressive...

Spring City –
Nicklaus Course
Kumming, China
Resort
Green Fee: \$\$\$\$

Why “Best Practice”

Sensitive to
the cultures of
their
customers and
reflects
understanding
of their diverse
client base.



#32: Christmas Catalog



Why Best Practice

If you got a Christmas catalog from your frequently visited golf course, would you buy? I found myself saying yes to this question because in thinking of Christmas shopping, golf items don't immediately come to mind as a gift I would select.

That is probably because of several reasons. In the North, courses are closed during the winter and what inventory they may have is sparse and left over. Second, most of the inventory at a golf shop is limited to apparel.

However, if leather goods from Mulholland Brothers; sun glasses from Peak Vision Sports that work on the course, on the ski slope or driving; tweed jackets from Polo, or an array of scented candles, bath oils, talc or other amenities was included, chance are I would buy. Books in such, such books, i.e., "The Greatest Game Ever," DVD's, and other items that appeal to the "status" of the golfer would be popular.

Estimated Cost to Implement

The catalog cost \$7,500 to print.



Questions for Review



- 1) How do you communicate to your members, merely by a newsletter?
- 2) Have you ever thought about printing a catalog with a diverse assortment of fine products related to enhancing a person's self image?
- 3) Do you know your customer's buying preferences or is you inventory buyer guessing.

How and When do you Implement?



#32: Christmas Catalog

Royal Melbourne
Melbourne, AS
Private
Guest Fee: \$\$\$\$\$

Why “Best Practice”

Uniqueness of catalog for customers and the resulting success club enjoys in stimulating merchandise sales.



#31: A Golf Course with a Theme



Why Best Practice

Is golf merely a game that starts at 1 and lasts 18 holes in which there are 4 par 5's, 10 par 4's, and 4 par 3's? Is it ok to start or end the round with a Par 3? Should the hardest hole be the 17th to give everyone an equal chance to win the last hole to settle the bets? Should a short par 3 have a small green but a long par 4 have a long flat green to hold the shot where the aerial game is diminished?

What is the origination of double greens and pot bunkers? How many different styles of courses are there: fire (desert), water (rivers, ponds and creeks), wind (links), earth (tree lined).

History museums are popular. Golf courses are, in essence, history museums. What better way to convey that thought than in designing a golf course that describes and demonstrates the theories of the world's great architects. Not only is the round fun but also highly educational in which the golfer gains an appreciation for the game and its complexities.

Estimated Cost to Implement

This course with its modest clubhouse was built for \$9 million.



Questions for Review

- 1) What is the theory of how best to play your course?
- 2) Do you communicate the optimum strategy for your course to the golfer?
- 3) Does your course have any architectural features which makes it memorable? Why not create a bunker in the middle of the green, i.e., Riviera or the University of Michigan? Through them a well designed strategic curve to remember your course by?



How and When do you Implement?

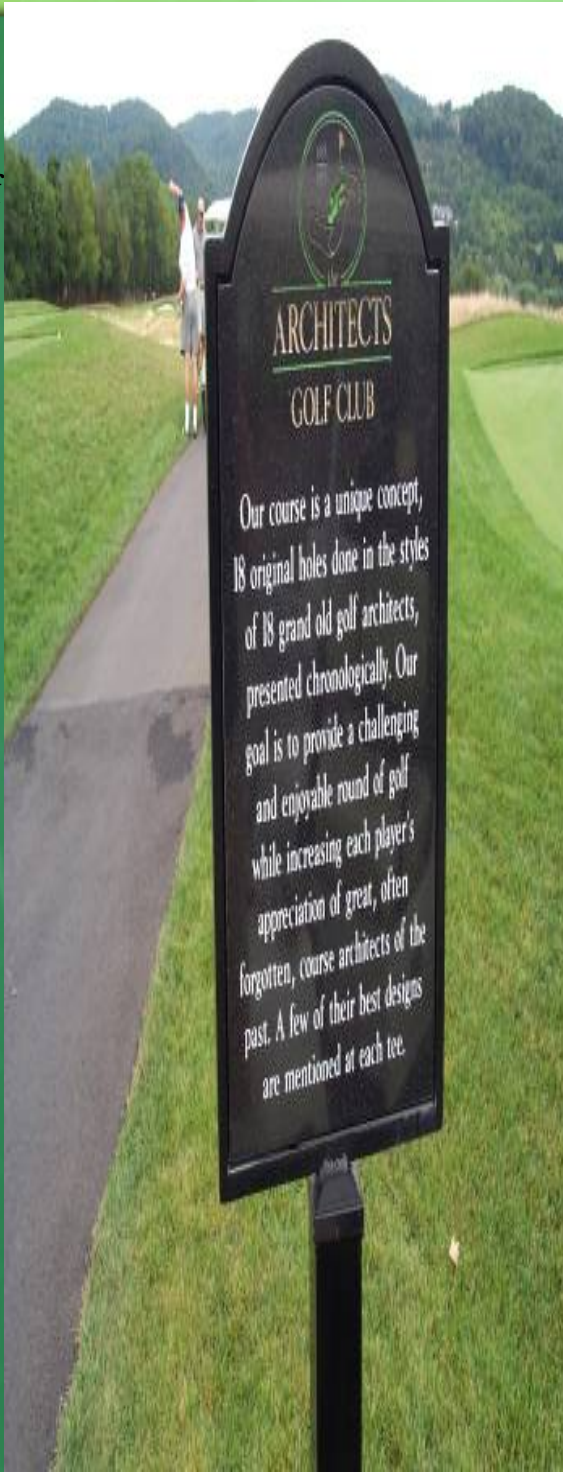


#31: A Golf Course With a Theme

Architects Golf
Phillsburg, NJ
Daily Fee
Green Fee: \$\$

Why “Best Practice”

Golf at its most basic form is entertainment. A “themed” course is a differentiator that attracts customers for the unique experience.



#30: The Walk of Aces



Why Best Practice

We enter this world empty handed. We will leave this world empty handed. Within three generations of what we build, it will all be gone. Capitalism creates, capitalism destroys. Of the Top 100 companies in 1926, only 6 remained in any shape or form by 1986.

Throughout life, we search for immortality – to make an indelible impression that we were here, we were unique and we achieved something different. That spirit is the essence of why Ted Roosevelt stated at the Sorbonne in Paris in 1910:

“...the credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes short again and again, who knows the great enthusiasms, the great devotions, and spends himself in a worthy cause, who at best knows achievement and who at the worst if he fails at least fails while daring greatly so that his place shall never be with those cold and timid souls who know neither victory nor defeat.



Estimated Cost to Implement

The bricks costs \$25 to engrave. While the odds of a hole in one are 133,000 to 1, with the average course playing only 32,500 rounds per year, even in the most prolific year not over \$1,250 would be spent on this customer service feature.



Questions for Review

- 1) Are the club champions prominently displayed?
- 2) How do you honor those who make a hole in one?
- 3) What sense of history and tradition do you create at your course? How can the golfer achieve “immortality” at your facility?



How and When do you Implement?

#30: “Walk of Aces”

King & Bear
St. Augustine, FL
Daily Fee
Green Fee: \$\$\$

Why “Best Practice”

Every golfer seeks immortality. How many times do these golfers return to “see their names?”

Ta ching...



#29: Seth Raynor Inspired Golf Course



Why Best Practice

Every green is flat, one green rolls this way a little, the next rolls that way, it might have a collection bunker or false front but by and large, seen one, seen them all. Boring.

Enter the Double Plateau, Short, Bottle, Alps, Redan, Road, Long, Cape, Maiden, Eden, Raynor's Prize Dogleg, Biarritz, and Punchbowl hole. Such a collection of holes certainly leads to variety and with variety comes challenge, enjoyment, excitement and value. Such a course holds appeal because with each change in pin position, a whole new strategy is adopted.

Can you imagine each choosing to putt either left or right in a punchbowl to a pin slightly up the left slope? What fun.

Hence, the benefit of a “theme golf course.” It is like entering an amusement park in which a thrill ride awaits.



Estimated Cost to Implement

While the course cost \$12 million to build, the benches in the court yard came at a cost of \$10,000. Each bench has inscribed a different Raynor hole and why it is unique. For even the non golfer, this tour through the flower garden is fascinating.



Questions for Review

- 1) What are the top 3 “entertainment” values you offer at your club?
- 2) What could you create uniquely that would define your brand?
- 3) What new customer service could you offer that would separate you from your competitors?



How and When do you Implement?

#29: “Seth Raynor Inspired Course”

Black Creek GC
Chattanooga, TN
Daily Fee
Green Fee: \$\$

Why “Best Practice”

Each bench describes the name of a hole on the course and its derivation by Raynor. The sense of history permeates the display.



#28: Range Yardage Signs



Why Best Practice

Flail, flail away. Beat them balls, beat them balls, but for what purpose? Is the range a place to loosen up, a place to work on your swing or an area in which the golfer can simulate course conditions?

The answer to the above question is “all of the above.”

Excellence is shown in many ways but the attention to detail consistently delivered is one of the discriminating marks of a fine golf course.

While the lazy could plant yardage signs on the range, or plaques with yardage markers in the range area, presenting the golfer with exact yardages from where the ropes are set creates a discriminating difference that this course takes its golf value seriously.



Estimated Cost to Implement

A board, a box of magnetic numbers and you are out no more than \$350.



Questions for Review

- 1) Think of your delivery of customer service, do you take the easy cost efficient route consistently or do you focus on the details when executing?
- 2) How many different points does your staff “reach” the customer?
- 3) What things could you put in place, i.e., daily pin sheets, updated range yardages, course conditions, that would demonstrate your penchant for excellence?

How and When do you Implement?



#28: Range Yardage Signs

The Bridges
Montrose, CO
Semi-Private
Green Fee: \$\$\$

Why “Best Practice”

Customer service of helping player figure out impact of altitude on his club selection for course.

This takes so little time but conveys we are precise about out



#27: From Bag Drop to First Tee



Why Best Practice

Ritz Carlton, Nordstrom's, Aston Martin, DeBeers, Dom Perignon – each brand is known as the finest in its field. What makes them great?

The perception of excellence. Is your first reaction that excellence would cost too much and the return on the financial and time investment would be too little? That begs the question, “Can a \$20 municipal course achieve excellence or is excellence predicated in spending lots of capital?” While capital is a component to excellence, vision and focus are just as essential.

Jay Lee, Owner and Founder of Nine Bridges and Chairman of the CJ Group, one of the largest Korean conglomerates, has that vision. One night at dinner at the World Club Championships, he showed a video about his Company. The next night, he showed the same video again with an explanation. “What I showed you last night did not meet my standards of excellence. I had my company remake the video over night. One can't compromise in the pursuit of excellence.”

Make your mindset this same commitment to the pursuit of excellence. As you live it, the capital will begin to flow incrementally to achieve it.



Estimated Cost to Implement

Nine Bridges is a Top 100 Golf Courses in the World and one of the Top 5 golf experiences. The cost of the course, clubhouse, spa costs: at least \$150 million. The villas make for a billion dollar investment.



Questions for Review

- 1) Are you afraid of greatness?
- 2) Would does your facility excel at that intimidates your competitors?
- 3) What is your course's great limitations: capital, vision, effort?

How and When do you Implement?



SUCCESS

SUCCESS

#27: From Bag Drop to First Tee

Nine Bridges
Jeju Island, Korea
Private

Why “Best
Practice”

Efficiency of
operation and
level of
customer
service
delivered is
unparalleled.

Thought
exercise device
was unique and
caddies are
really attentive.



#26: OSU – A Univ. Theme Well Executed



Why Best Practice

Excellence is not a function of capital. That can be best demonstrated at one of the leading public Universities: Ohio State University and its golf course..

The course is on a piece of flat ground, the dated, surrounded by housing and highways on all sides and the buildings are aging. There are a lot of reasons to prejudge this as an average experience.

But from the Red and White signs in the parking lot, the red and white flower garden, bunkers shaped to spell OSU, the display of the routing plan of Alister McKenzie along with a personal letter from him in 1935. It further extends to naming their luncheon menu after every famed PGA Professional who attended the school, management has created a consistent theme that they have executed well.

They did it with little money but with a belief that what they had was special, they were proud of their product and service and they wanted to make sure you as the guest were treated well. They make a memorable impression.

Estimated Cost to Implement



Total cost for the flowers, menus, wall plaques – less than \$3,000.

Questions for Review



- 1) A golf course is in essence an assembly line. Are each of your steps along your path from the telephone contact to the golfers arrival to their playing to their departure consistently executed?
- 2) What is the theme for your course?
- 3) Is the name of your course distinctive? Most courses have a color, a feature of nature or an animal in their name. Would a new name for your course help?

How and When do you Implement?



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#25: Hot Pies and Cool Spaces



Why Best Practice

Throughout the study of “Best Practices”, there are several common themes. One of the most dominant is that understanding and exceeding your customer’s unique needs and desires is a formula for building loyalty which leads to financial success. Treating customers as “special” is a universal mandate.

The management of this course realizes that golf is a vehicle for entertainment and that members and their guests pay a premium for the “whole” not just another round. Hence, two items implemented by the club highlight their focus on enhancing the customer experience: undercover parking and providing one of the most popular food items preferred by Australians: meat pies.

We have all driven around parking lots looking for spaces and in finding them full get frustrated. What a cool idea to tell the customer before they enter the garage how many available spots are left.

To install an “oven warmer” on the food and beverage to provide “hot” meat pies, reflects the course’s commitment and sensitivity to their golfer’s preferences.



Estimated Cost to Implement

The oven on the cart was a \$750 upgrade. The counter for the parking spaces was negotiated as part of the original clubhouse construction .



Questions for Review

- 1) Do you know what the idiosyncrasies of your customers are?
- 2) What are the local customs in your region that could be reinforced at the course?
- 3) Are there any odd holidays, i.e., Daniel Boone’s birthday, that would create the opportunity to do something different?



How and When do you Implement?

SUCCESS

#25: Hot Pies and Cool Spaces

The Moonah,
Australia
Private
Green Fee: \$\$\$

Why “Best
Practice”

First time I saw
an “oven” on
beverage cart to
warm food so it
is “fresh” for
customer.



#24: GPS for Tournaments



Why Best Practice

Would three public golfers whose handicaps are 10, 18 and 30 and who play 75, 40 and 20 rounds a year have played in a charity golf tournament? The obvious answer is “of course.” Anybody who established a handicap and plays that often would by the nature of the golf business have many opportunities to play in outings and charity fund raising events.

If you answered “of course”, like me, you would be dead wrong. Individuals in the golf business presume that everybody who comes to their course are like them, watch golf on TV, like to practice, are committed to getting better and work for a company who holds an annual outings.

In inviting the aforementioned golfers to play in a charity event, I was amazed at the electricity created within the foursome as they climbed the leader board. Finish the hole, run to the cart, post the score, cheer! The net result was playing golf with a GPS leader board which created such an amazing experience they commented, “I am going to do this a lot more.” Ta ching!



Estimated Cost to Implement

The key to this best practice is not the GPS unto itself, but actually have a “live scoreboard” which greatly heightens the interest and drama of playing in a “tournament.” The cost for GPS starts about \$60,000 on annual leases.



Questions for Review

- 1) Will you hold a tournament or charity event, do you make the “event” a big deal?
- 2) What excitement do you create to energize the players to return to your course again?
- 3) Does every player get a bag tag with your course name and phone number on event to create advertising and marketing opportunities for your course?

How and When do you Implement?



SUCCESS

SUCCESS

#24: GPS for Tournaments

Omni Interlochen Resort
Flatirons, CO
Resort
Green Fee: \$\$\$

Why “Best Practice”

The “heightened” interest created by the “leader board” really stimulated the competitive instinct of the golfers and made them want to play again in another charity outing.

LEADERBOARD - NET

	NET TO PAR	HOLES PLAYED
TOURN LEADER	-17	18
1 Keegan, Team	-17	F
2 Blanchard, Team	-16	17
3 Rodrigue, Team	-15	17
4 Peloquin, Team	-14	16
5 Arakawa, Team	-12	16
T8 McFadden, Team	-11	16
T8 Stockho, Team	-11	17
T8 Jamison, Team	-9	15
T8 Ferney, Team	-9	17
10 Hopkins, Team	-8	17

ScoreMaster

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GOPROLINK.COM

SCORE LEADERS TIRD NEXT PRIOR
DETAIL GROSS ME TO SCORE

#23: Check in and Hot Towel



Why Best Practice

Do people spend more money when they pay with cash, or credit cards?

Do people feel more comfortable as a “member” or as a “guest.”

Combine those two basic tendencies that people spend more on credit cards and prefer to be a member and you have created the opportunity to stimulate additional purchasing at your facility.

By assigning a golfer an “account number for the day”, secured by credit card, they can charge throughout your club and pay at departure. Beyond the convenience created, you have also encouraged a businessman to host and entertain “three guests” in which they can add their charges to his account easily, making them also feel very special. When expense accounts are involved, this “single entry” is a great feature.

Estimated Cost to Implement



The addition of a networked POS system with a “smart cards” provides for the necessary infrastructure to execute this best practice.

Questions for Review



- 1) Does your current POS system facility offer “day charges?”
- 2) Do you have an area in the club that could serve as a “concierge” check-in to welcome golfers and inform them of the privileges they are being extended?
- 3) Do you have a “snack bar” on the course that is part of the network or could you add wireless connectivity to the beverage carts?

How and When do you Implement?



#23: Check in & Hot Towels

Hakone CC
Fuji, Japan
Private
Green Fee: \$\$\$\$

Why “Best Practice”

The golfer is “made” a member for the day with charging privileges that stimulates purchases.

Hot towels at the 14th hole tea house is unique and differentiating.



#22: Cowboys Club - Fixed Price Green Fee



Why Best Practice

How much would you pay for unlimited golf, unlimited range balls, a cart, all the food and drink you could consume from the beverage cart attendant, the snack bar at the course and in the restaurant after your round and a souvenir from the golf course?

As a golfer, you are probably thinking a lot, certainly over \$100. As an operator, you might be thinking about calling your lawyer to understand the bankruptcy laws.

One of the newest trends in golf is the a fixed price fee for the day – and it is meeting with incredible popularity not only with golfers but in BOOSTING revenue at the golf course. As important, price integrity is established and allows you to avoid the discount wars.

In playing this course in March, the green fee on a cold spring day was \$135. When checking in, they asked what size wind breaker I wear. They then handed me a Cowboys wind shirt explaining. “Our competitors are charging \$65 today and we have one green fee throughout the year. We adjust our amenities to ensure you receive full value.” The full service and ease of not having to dig in my wallet when the beverage cart came by was a treat.



Estimated Cost to Implement

The cost to build the Cowboys Golf Club was around \$12 million. The concept of the fixed price green fee – priceless.



Questions for Review

- 1) What would prevent you from implementing this concept: logistics or fear of the unknown?
- 2) How many competitors in your market are offering this novel approach to pricing their course?
- 3) What amenities could you purchase in advance to ensure that your price integrity was maintained throughout the season?



How and When do you Implement?

SUCCESS

#22: Cowboys Club - Fixed Price Green Fee

Cowboys G.C
Irving, TX
Daily Fee
Green Fee: \$\$\$

Why “Best Practice”

Fixed price green fee where carts, range, food, beverage, gifts are all included is amazing experience that has made course preferred venue for businessmen hosting guests.



#21: Well Designed Web Site



Why Best Practice

The creation of a static, informational web site is a basic requirement for every club. If your course lacks such a feature, you are behind nearly all of your peers. However, by having a static web site you are immediately creating the message in the mind of the golfer that you offer just an “average” experience at your facility; thereby, you have created a negative message at the exactly the wrong time – when the golfer is trying to find where to have a unique experience.

Today’s leading web sites offer, at a minimum, the web site visitor to:

- 1) Book on line tee time reservations easily
- 2) View slide show or video of golf course
- 3) Review scorecard
- 4) Register for newsletters, specials and value based promotions
- 5) Determine availability of other services, i.e., lessons, weddings, etc.
- 6) Preview calendar of upcoming events.

This site offers a “catch” that is marvelous: the ability to download wallpaper. Can you imagine the emotional attachment that is formed with the golfer who views your course every time they work on the computer?



Estimated Cost to Implement

Web sites start at \$1,000 but with all the bells and whistles, plan to invest \$6,000 to \$15,000. It is a first impression, and may be the only impression.



Questions for Review

- 1) Is your web site static or dynamic?
- 2) Are you booking at least 20% of your tee time reservations on line? If not, you are behind the leaders in the industry.
- 3) How can you use technology to lower your labor costs further?

How and When do you Implement?



SUCCESS

SUCCESS

#21: Well Designed Web Site

Silver Tip Resort
Canmore, Alberta
Canada
Resort
Green Fee: \$\$\$

Why “Best Practice”

Web site creates “emotional attachment” between the course and the golfer by the ability to download wallpaper, and view slide show.

Effective advertising.

home location green fees corporate programs about silvertip real estate contact

Where nature plays through

SILVERTIP GOLF RESORT CANMORE ALBERTA

Book a Tee Time
Current Weather

EXCLUSIVE OFFERS

Testimonials

"Very impressive! A must play course if you are in the area (like if you are in North America!)"

— James & Kathy Bordner, Largo FL

Media Gallery

- Download the SilverTip Wallpaper!
- View the Scorecard
- View Slideshow

home Where Nature Plays Through

Carved from the natural beauty of the Canadian Rockies, SilverTip is a world-class, 7200-yard championship course located in Canmore, Alberta Canada. Designed by the renowned golf architect Les Furber, SilverTip is as challenging as it is spectacular!

At SilverTip, golf is much more than a game. It's about being in touch with nature. Where you are surrounded by some of the world's most spectacular scenery, and where moments of solitude are broken by the voices of nature.

From its naturally elevated mountainside location and

What's New

Awarded Silver for Best Scenery in SCOREGolf's 2003 Golfers' Choice Awards

Subscribe Now

Click here to sign up for our Golf Enthusiast E-Newsletter and receive exciting updates and exclusive offers

Testimonials

"Very impressive! A must play course if you are in the area (like if you are in North America!)"

Visit

EAGLE RANCH GOLF RESORT

Another Golf Resort by

STONECREEK Naturally Inspired

#20: Trademark of Brand Name



Why Best Practice

What do you offer at your course – golf? Hardly.

A golf course provides entertainment, athletic exercise, companionship, leisure, a hike through nature, intimacy and quality time with family and friends. It is also a business forum, an educational classroom on the values of life, an alternative for seniors to occupy their time in a worthwhile pursuit, and provides a forum to gossip, competition, dancing, dining, charity, etc.

Those that think of golf as merely playing 18 holes fail to embrace that golf is a healthy venue for broad based activities, fulfilling many different needs.

The web site displayed captures that sentiment by advocating that golfers can either: “learn, practice or play.” It divides three facets of golf into segments that a customer can select from showing a path of progression and a diversity of activities.



Estimated Cost to Implement

Creating and registering a brand/trademark costs about \$500 and takes one year to “perfect” in federal filings.



Questions for Review

- 1) What does your golf course really offer its customers in terms of a diversity of activities?
- 2) Could you add revenue from catered events, i.e., weddings, banquets, corporate retreats equal to your green fee booking?
- 3) How do you capture in a single phrase the many purposes of your course?



How and When do you Implement?

SUCCESS

SUCCESS

#20: Trademark of Brand Name

EagleQuest
Golf
Ranges
Vancouver,
Canada
Green Fee: \$

Why “Best Practice”

The trademark creates “path for golfer to follow to ‘hook’ them on game.

Ability to sign up for newsletter and enroll in rewards club on line is efficient use of web site.

Home Our Company Facilities Management Rewards Club Members Our Locations Contact Us

eaglequest™
GOLF

learn practice play

Wednesday, December 14, 2005

Welcome to Eaglequest Golf. Our mission is "To be the most successful golf management company in Canada by providing our guests and our employees with a first class place to Learn, Practice and Play."

Learn from CPGA Professionals who are some of the finest golf teachers anywhere
Practice at the finest quality golf practice facilities
Play on golf courses that are well-maintained, fun to play, and a great value, or in our banquet facilities that will cater to your every need!

Our facilities focus on being accessible to the golfing public. We have some of the golf industry's best programs for new golfers, women and juniors. We've also become a favourite place for the more advanced golfer to hone his or her golf game at our driving ranges, or under the watchful eye of one of our Teaching Pros.

Any way you "slice" it, We're "Your Home for Golf"!

Our Facilities

[>> sign up for our newsletter](#)

Coquitlam
golf course, driving range and mini golf, rewards club, tournaments, adult learning academy, junior learning academy, golf shop, birthday parties

[▶ view facility](#)

Coyote Creek
golf course, driving range, rewards club, tournaments, adult learning academy, junior learning academy, ladies leagues, business meetings, banquets, weddings, creekside grill, golf shop

Current Events

#19: Wireless Network in Clubhouse



Why Best Practice

What is the one area of the club that usually loses money? For most golf courses, food and beverage is a frequent answer. Many course operators try to “lease” out this activity to a third party insulating them from the risk of failure that usually occurs. Who eats at your restaurant - just golfers? Or is your club known as one of the better restaurants in the area that attracts customers living near by merely to dine?

A golf course clubhouse has some intrinsic benefits, attracting diners even to average fare. Where else can you go and have a picturesque view of nature with babbling brooks, lakes, mountain vistas sitting on a veranda dining “al fresco.” If you view your restaurant as a means to feed a golfer’s basic need to eat, you are perhaps overlooking a large segment of the market. In many resort courses, it is common to see wives join husbands for dinner after he played.

This golf course, with a large clubhouse, realized that businessmen like to host luncheons at the club. It places the attendees in a relaxed frame of mind. How then could they accommodate the businessmen’s need during lunch: add a wireless network with public access so that business presentations can be made, email updated, and Internet sites visited.



Estimated Cost to Implement

A wireless network would cost \$275 for the equipment and up to \$475 for broadband T-1 service. If you implement this idea, don’t select DSL but acquire the bandwidth necessary for fast download times.



Questions for Review

- 1) When is your peak time for food and beverage? Is it evenly spread throughout the day? That suggests the restaurant exists merely to serve golfers?
- 2) What is your policy regarding cell phones on the course and in the clubhouse?
- 3) What demographic does your course cater to?



How and When do you Implement?

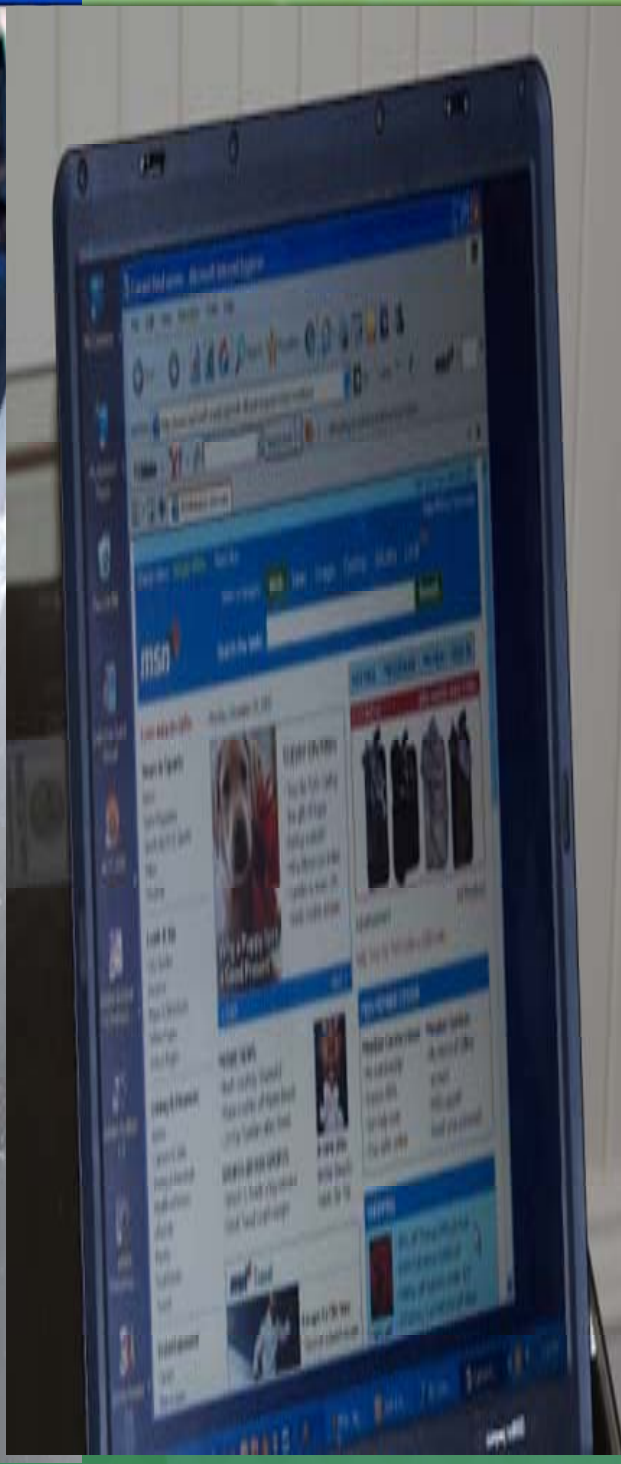
SUCCESS

#19: Wireless Network in Clubhouse

Cog Hill Golf ...
Lemont, IL
Daily Fee
Green Fee: \$\$\$\$

Why “Best Practice”

Recognizes the customers’ “time crunch” culture and provides opportunity to business people to work over lunch and golfers to keep in touch when playing.



#18: History - Novelty, Tradition, Safety



Why Best Practice

A golf course operation unites components to create one experience. Assembling all of the components to produce a consistent result is an immense tremendous challenge.

With a clubhouse that resembles a castle with turrets on the 4 corners, seven “dormie” rooms for guests to sleep in, multiple restaurants, multiple million dollar houses surrounding the course, and a large member base of businessmen, Wentworth offers a great golf experience.

What this business entity excels at is not their attention to the broad concepts and endeavors but to details. If a corporation wants a 12:30 shotgun with a “clean course (having not being played that day by anyone and freshly groomed),” Wentworth accommodates.

The pictures displayed reflect this attention: corrugated rubber mats that resist water and make it safe for the golfer to walk on during rain, a cautionary note about soft spikes on wooden bridges and a clubhouse that celebrates the storied history of the club.



Estimated Cost to Implement

The mats, the information notice and the keys cost \$4,000. The vision to celebrate history – inbred.



Questions for Review

- 1) Is your course a set of components or one integrated offering?
- 2) What are the 10 details that the staff consistently overlooks?
- 3) What demographic does your course cater to?



How and When do you Implement?

#18: Novelty, Tradition, Safety

Wentworth G.C.
Virginia Water, England
Commercial
Green Fee: \$\$\$\$



Soft Spikes

Please be aware of the following information issued by the manufacturer of Soft Spikes:

"Softspikes brand cleats provide different levels of traction depending upon the surface or terrain conditions.

Whether executing a swing or walking, always take notice of these conditions and act accordingly. Avoid long or quick strides when walking on surfaces with questionable traction such as wooden bridges, steps, railroad ties, dead grass, tile, hard wood floor, or any terrain or surface which may be either steeply inclined, wet, hard or smooth.

Inspect cleats frequently as worn and/or debris/clogged cleats will provide less traction than clean, new cleats. Clean clogged cleats and replace worn cleats promptly."

Why "Best Practice"

History and tradition captured in appropriate manner with some novelty while providing "safety" to golfers in mats and soft spike explanation.



#17: History - Honoring Jones Grand Slam



Why Best Practice

There is no more noted event or quest to replicate in golf than the “Grand Slam” by Bobby Jones.

For that accomplishment to be celebrated now is natural, but it is amazing when the event was occurring the sense of “history in the making” was keenly felt by people at the time.

Officials from Royal Liverpool, the third leg of the grand slam and home for the 2006 “Open”, saved all four score cards from Jones’ play during the Open as well as the leader board. They also saved “postcards” from each one of the championship sites.

As we fritter about from day to day, we often lose perspective that events occurring become occasions for us to celebrate about later.



Estimated Cost to Implement

The mats, the frames, mounts for the entire collection of memorabilia cost \$1,750. What can’t be measured is the time your guests linger to reflect on the history that was made.



Questions for Review

- 1) What is the most memorable and historic event that has occurred at your club? Does your golf course have a historian?
- 2) What is the biggest championship/tournament conducted?
- 3) How much has your course raised for charities, in the aggregate, for all the events that you have hosted?



How and When do you Implement?

#17: History - Honoring Jones Grand Slam

Royal Liverpool
Hoylake, England
Private
Green Fee: \$\$\$

Bobby Jones' accomplishments featured

Why "Best Practice"

History of course is displayed in manner which is informing and makes visitor appreciate how special the course is.



#16: Pace of Play on Range Balls



Why Best Practice

Giddy up, giddy up, Whoa! The rush to wait. Is there any single event that has a more dampening effect on growth in the game of golf that the increasing time it takes to play?

If you could do something in 3 ½ hours but constantly took you 4 ½ hours to complete the task, would your interest in the activity diminish?

We are at a vortex – an increasingly time conscious culture in which speed is championed over an activity that consumes the better part of day. While everyone moans, few are being effective in changing this trend.

An old saying is that “good news you write and bad news you communicate in person.” Unfortunately, that axiom while it may be true with employees - isn’t true in the customer service business. Thus, how two storied courses communicate that they are committed to an appropriate “pace of play” is noteworthy.



Estimated Cost to Implement

Range balls are an annual expense. Starting from scratch and having the balls stamped with your desired pace of play might cost upwards of \$12,500. But that is a small cost if you are able to accommodate 3 more groups per day from a better speed of play.



Questions for Review

- 1) What is the pace of play at your course?
- 2) Do you have clocks even spaced around the course to indicate whether the group has lost or gained time to the “desired round”
- 3) Do your scorecards reflect the suggested time to play each hole?



How and When do you Implement?

SUCCESS

#16: Pace of Play on Range Balls

Pebble Beach
Pebble Beach, CA
Resort
Fee: \$\$\$\$\$

St Andrews
Fife, Scotland
Municipal
Green Fee: \$\$\$

Why “Best
Practice”

At this storied
venues,
subtly
conveys that
pace of play is
important.



#15: Anticipating Customer Needs



Why Best Practice

How much should you pay for a round of golf? Obviously, expenses should be covered plus a mark up added. One model takes the initial capital investment and determines what the appropriate return should be. For example, one of the “informal” rules of thumb is that the green fee should equal 0.0001% of the construction costs, i.e., a 10,000,000 cost would produce a \$100 green fee.

The most informed model charges fees based on the “experience.” To illustrate, a six pack from 7 - 11 of your favorite beer costs \$1 per bottle. Buy that same beer at a local bar and the cost is \$2.50. The purchase of that beer at the end of round is \$4. Finally, if you savor that beer overlooking a lake at a fabulous restaurant, it might cost \$8. The customer is more than willing to pay a premium for the experience.

Thus, the perceived value of your golf course to the customer is not merely the opportunity to play golf but their “entire experience.” From arrival and check-in, proceeding to range, playing, snacking during and cocktails after, all become part of the experience. Every golf course in the US has 1 thing in common: the holes are 4 1/2 inches wide but some courses charge \$10 and other \$450 for the customer to do the same thing – put the ball in the hole. The experienced perceived is the difference.



Estimated Cost to Implement

The cost of bottled water, bag tags, frees tees, hand towels. It doesn't cost more than 6,000 per year but the impact on perceived value is enormous.



Questions for Review

- 1) What value do you create for the customer?
- 2) Which is a better strategy discounting or up charging for a “package” of amenities?
- 3) What are the price “break points” to add an increasing array of amenities?



How and When do you Implement?

SUCCESS

#15: Anticipating Customer Needs

Oconee Course
Reynolds Plantation
Resort
Green Fee: \$\$\$\$

Why “Best Practice”

Level of customer service was great from “water” and “tees” on the driving range stalls, in the carts with well informed caddie heightened experience supporting value.



#14: Double Decker Driving Range



Why Best Practice

What are the most frequent questions your staff is asked? “What tee times do you have”, “how much do I owe,” and “when am I off” are three questions asked frequently. Answering repetitive questions gracefully over a long period of time is a challenge. Staff should strive daily to add something that “tweaks” the customer’s interest, in these initial first moment encounters.

Automation is often deemed impersonal and not “customer friendly”. In golf, however, tools to allow the customer to serve themselves and the freedom of choosing what they want, when they want it, actually improve their satisfaction.

Consider posting a monitor with available tee times, the next groups on deck, the status of the “stand by” list, upcoming events, or specials in the pro shop and broadcasting this information not only in the golf shop, but also in the restaurant. This allows you to make customer interaction, constant, dynamic and meaningful.



Estimated Cost to Implement

TV monitors are very inexpensive and require very little computer power. Old 486 computers and screen can be “re-used.” An entire club house broadcast network can be established for \$2,000.



Questions for Review

- 1) How many different people on your staff interact with a golfer during their visit?
- 2) How many of such occurrences are routine and predictable?
- 3) What whiz bang gadgets could be introduced to provide diversity and fun to the customer?



How and When do you Implement?

#14: Double Decker Driving Range

Range – Downtown
Hong Kong
China
Fee: By the Hour

Why “Best
Practice”

Customer is
giving
information
so that they
can “serve
themselves.”



#13: Admin. Offices Sign at Pro Shop Entry



Why Best Practice

Shakespeare stated,

All the world's a stage,
And all the men and women merely players.
They have their exits and their entrances;
And one man in his time plays many parts...
"As You Like It", Act 2 scene 7

The story of the frog in water on a stove in which the temperature increases gradually until it is cooked is well known. But this story is very analogous to what happens at a golf course. Staff easily become complacent and in some cases, argumentative with customers, from the assembly line mentality of moving customers through the facility.

There is no dearth to self help books available but while they all offer “simple advice” implementing sage advice is not easy. Reminding without offending, coaching without becoming pedantic, leading versus managing, are all constant challenges. This sign serves as an effective and tactful reminder that, in serving golfers, the staff is on the “world’s stage.”



Estimated Cost to Implement

The sign costs \$100. The thought behind it increase sensitivity to customer service and being committed to enhancing the golf experience.



Questions for Review

- 1) Have you ever viewed your staff as actors in a play whose roles serve to accommodate the expectations and wishes of guest?
- 2) Which is your role: the pirate, concierge, the master or the slave?
- 3) How do you motivate your staff to get into character when they appear before the guest?



How and When do you Implement?

SUCCESS

SUCCESS

#13: Admin. Offices Sign at Pro Shop Entry

Chateau Whistler
Whistler, BC
Resort
Green Fee: \$\$\$

Why “Best
Practice”

Recognizing
the importance
of positive
interaction
to create
value
experience



YOU ARE ENTERING A
GUEST AREA

PLEASE REMEMBER TO
SMILE, MAKE EYE
CONTACT AND USE AN
APPROPRIATE GREETING

#12: Easy Customer Data Collection Tool



Why Best Practice

If Pareto's principal applies to golf in that 20% of your customers generate 80% of your revenue (for golf it is actually 12% generate 60% and 25% generate 85%), how can you create customer loyalty if you don't know who your loyal customers are?

The seamless collection of customer information is tricky. Some golf courses try to collect the information at the POS station. While 5 software vendors have integrated their tee time system into the POS gather such information, this begins the quandary of ask too little and you don't get worthwhile information, ask too much and you become intrusive and delay the check in line.

The two best methods to collect customer information are through a well constructed web site that provides the customer an incentive to provide relevant information; and through a monitor in the golf shop where the customer can voluntarily enter information.

By immediately sending the golfer a reward, i.e., the opportunity to buy a round of golf for a small discount, everyone wins.



Estimated Cost to Implement

The software module and the computer terminal costs \$1,500. Email marketing programs range from \$250 per month to \$1,000 per month depending on selections made.



Questions for Review

- 1) How many customers do you have in your database?
- 2) Does your web site serve as an effective data collection tool?
- 3) Are you familiar with reverse phone look up technology?



How and When do you Implement?

SUCCESS

SUCCESS

#12: Easy Customer Data Collection Tool

King and the Bear
Hampton Mgmt.
St. Augustine, FL
Daily Fee: \$\$\$\$

Why “Best Practice”

Effective method to gain valuable customer demographic information in non obtrusive way of customer “opting in.”



Buy a foursome at
King and Bear for the amazing
rate of
\$240.00

Only 1 foursomes remain
at this one time price!

- ▶ Rounds include greens and cart fees.
- ▶ Rounds are sold as foursomes, but they are fully transferable and redeemable for individual play.
- ▶ You can treat your friends, give the rounds as gifts, or keep them for yourself!

Our gift to you
for becoming a
Digital Golfer™

[Place order now!](#)

#11: Engaging Customers



Why Best Practice

Do you feel better about yourself when you give or when you receive? For most people, tremendous joy is derived from giving.

The idea created by the Men's Club of "donating balls to junior golf" is one such winner. With shag bags no longer in vogue, there is not a golfer who doesn't have 10 or so scuffed balls in their bag that they would like to get rid of. Many golfers launch them into lakes, off of cliffs or blast away into a field during a frustrating round. Providing an outlet for cleaning out your bag for charity is appealing.

This practice at Barton Creek is only one of many meritorious practices of the resort to enhance the customer experience. In your rooms, there is a card for a "free gift in the pro shop." What an enticement to get a hotel guest to visit the shop receive a "mouse pad" for their computer with the signature hole of the resort and phone number.

When you check into the hotel, they make "bag tags" for your golf bag. Having the morning paper delivered to your room along with today's activities at the resort is a practical and pleasant connection to your guests. At each possible "touch point", this fine resort engages the customer in a special manner.



Estimated Cost to Implement

The cost of printing 1 page daily is perhaps \$4,000 in direct costs.



Questions for Review

- 1) Is there a special thing you do that no other golf course does?
- 2) How many customer "touch points" are there at your golf course?
- 3) Have you ever heard a golf course say that don't offer great customer service? Can everyone be correct?



How and When do you Implement?

SUCCESS

#11: Engaging Customers

Barton Creek
Austin, TX
Resort
Fee: \$\$\$\$

Why “Best Practice”

Today’s current information on golf course wrapped in delivery of daily local newspaper. What an effective way to communicate efficiently with customer.

Charity ball donation for juniors engaging.



#10: History and Tradition



Why Best Practice

What makes a great golf course? This question has a lot of different answers, and no single one “right answer.” Like art, everyone has a different appreciation for greatness.

Perhaps no course stirs that debate more than Pinehurst. In a recent Links Magazine article, George Peper, the founder of the Top 100 Courses in the World List for Golf Magazine, labeled Pinehurst as the most overrated golf course on planet earth. Ouch! George is probably awaiting the anthrax letters.

Though many of his points have merit, Pinehurst will always be a storied place and a top resort. Perhaps not only because of the relative merits of the course but because of the special environment that is created. Life-size bronze images of the architect, the Amateur’s Creed, or Payne Stewart’s famous pose upon winning the open creates a feeling that you are on sacred ground.



Estimated Cost to Implement

The bronze statues cost \$20,000.



Questions for Review

- 1) Would a golfer know of your course’s history and lineage by visiting the clubhouse?
- 2) How many owner’s has your course had?
- 3) Prior to being a golf course, what purpose did the land serve?



How and When do you Implement?

#10: History and Tradition

Pinehurst CC
Pinehurst, NC
Resort
Fee: \$\$\$\$\$

Why “Best Practice”

These statues create the feeling that this course is very special in golf history. It expands the golfer’s appreciation for the facility and their opportunity to share in history.



#9: Pace of Play, History and Customer Service



Why Best Practice

The Best Practices photo essay has drawn together many examples of practices that are unique. In presenting these pictures in speeches around the country, I often hear “that is nice but it wouldn’t work at our golf course.” While that begs the question why, the various answers all seem to be excuses to say in their comfort zone.

These pictures are from the very exclusive Desert Mountain. The initiation fee of \$250,000 to join one of these seven courses and requires an investment exceeding several million dollars to buy a house within the community. Their members are among the wealthiest in the world. Many management groups would be intimidated by that wealth and defer to the whims and wishes of those few members who might be eccentric.

The relationship of golfers to management is sort of akin to children to adults. If you don’t define rules precisely and enforce them constantly, disobedience, anarchy and chaos results.

At this exclusive club, the message of pace of play is reinforced through range balls and clocks that monitor if you are on pace. Private label bottled water in great supply, the history of the course captured in plaques, and a genteel respect for the members and their guests has struck the ideal balance.



Estimated Cost to Implement

\$5,000 should cover the annual cost of installing and maintaining the items displayed.



Questions for Review

- 1) Are you open to new ideas outside the box?
- 2) How many customer “touch points” are there at your course?
- 3) Are there ways to make members feel welcome, involved and responsible?



How and When do you Implement?

#9: Pace of Play, History & Customer Service

Desert Mountain
 Scottsdale, AZ
 Private Club
 Green Fee: \$\$\$\$

Why “Best Practice”

Numerous customer “touch points” all executed well.



#8: Grand Clubhouses



Why Best Practice

In our search of the best practices, we often see items that are so grand in scale that we are stunned by the edifices created to support a game of hitting a ball over 150 acres in 18 holes.

An accountant would have to ask - how do these pencil? The clubhouses displayed here have become a center for different revenue sources: hotel, business conference center, athletic club with indoor courts, spa, fine dining, administrative offices, etc.

If the clubhouse wasn't important as the central focal point for your facility, one could easily get by with a trailer. But what image does that temporary shelter create?

Thus, this best practice emphasizes the point that everything within the boundaries of the course adds or detracts from the customer's experience, but the clubhouse is the point of entry, first impression, and a place to linger long and reflect on the round.



Estimated Cost to Implement

The tab for these clubhouses, fully furnished, was about \$40 million.



Questions for Review

- 1) How many different revenue centers does your clubhouse offer?
- 2) What image does your clubhouse project to the arriving golfer?
- 3) Is your clubhouse a destination or merely a passage way to the course?



How and When do you Implement?

#8: Grand Clubhouses

Meishi Mayflower
Hainan Island
China
Daily Fee
Green Fee: \$\$\$



Sheraton Abu
Dhabi
United Arab
Emirates
Resort
Green Fee: \$\$



Why “Best
Practice”

This edifices
create message
that facility is
“very special.”

#7: Carts on Track – Remote Controlled



Why Best Practice

Is there anything more enjoyable than to walk a verdant course for 18 holes with an informed caddie?

Because many new courses are built on land not conducive to a contiguous layout in which the green to tee length exceeds that of the preceding hole, and the added incremental revenue from carts, walking in golf has become a lost art.

Though golf bags have gotten lighter, the sad fact is that for many golfers the convenience of carts has their waist lines and golf handicaps are now moving in the same direction.

While the concept of installing carts on tracks strikes one as desecrating nature, this practice combines many favorable elements to be a winner: 1) walking is mandated; 2) caddies are used; 3) the problem of having to carry your bag is eliminated; and 4) the system can be installed so discreetly that the visual impact is minimal. One doesn't get the feeling that they are walking amidst "roller coasters."

Thus, this feature enhanced the round of golf and is a winner.



Estimated Cost to Implement

At time of course construction, \$400,000 would do the trick.



Questions for Review

- 1) Has walking become obsolete and discouraged?
- 2) What could you do by positioning carts to ferry golfers between certain junctures to encourage walking?
- 3) If your course requires carts, can the golfer pay a cart fee, and walk? Why not?



How and When do you Implement?

#7: Carts on Tracks – Remote Controlled

Naruo CC
Osaki, Japan
Private Club

Why “Best Practice”

Uniqueness, safety and course conditioning as result of efficiently managed cart system.



#6: Smart Cards, Service and Internet



Why Best Practice

Do you prejudge what you think you will find before you visit a course? Mention Augusta and you probably evoke many positive feelings. Thinking of a muddy dirt track probably doesn't generate the same images.

If you were to travel to a small island in the South China Sea controlled by a communist government, what would your expectation be? Would you be antsy, nervous and really approach the course with low expectations?

The sovereign truth is that golf is a universal game, excellence is a common goal and creativity is not limited by geographic boundaries, or governmental distinctions.

In the middle of nowhere, this Sheraton Resort has a flower garden that spells out the golf course's url. Upon checking in, you are given a smart card for all your charges. From hot towels upon completing your round to a lighted 6,600 yard championship course, nothing is spared in serving the customer.

With many reasons to compromise, they don't. Do you?



Estimated Cost to Implement

The flowers, smart cards and hot towels total \$6,000. Lighting the course is a different matter.



Questions for Review

- 1) How creative is your staff?
- 2) Do they push the envelope or accept the status quo?
- 3) How do you market your url?



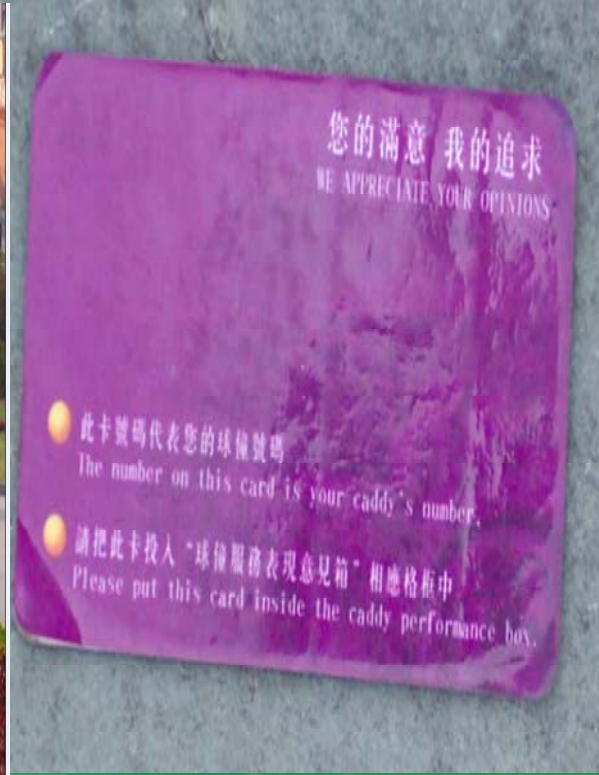
How and When do you Implement?

SUCCESS

SUCCESS

#6: Smart Cards, Service and Internet

Yalong Bay
Sheraton
Hainan, China
Resort
Green Fee: \$



Why "Best
Practice"

Internet
awareness is
amazing
talking
flower
garden to
"advertising"
medium



#5: Pro Shop with Dress Clothes



Why Best Practice

If you went on vacation to a resort, would you pack a coat and tie? When was the last time you have seen one in Hawaii? Seldom.

How then does an exclusive resort which mandates a sport coat and tie in its restaurant enforce its policy and not offend the customer who is paying \$400 per night to stay in their lodge? They could have a potpourri of jackets for the diner to wear but...yuk, isn't that socially embarrassing to be fitted for a sport coat by the maitre d' in one of the world's exclusive resorts.

Necessity, it is said, is often the mother of invention. By stocking contemporary yet traditional clothing in its pro shop, Sea Island helps the forgetful guest to comply with the policies of the club. This creates a new revenue source, but more importantly, offers the gentlemen a line of sports wear of such quality and distinction usually found in leading clothing stores like Polo.

When was the last time you heard a man state that he wanted to go shopping for clothes? At Sea Island, their dress clothes outsell their golf attire. At \$975 for a dinner jacket, it is surprising, but given the relaxed setting and impressive presentation, it works.



Estimated Cost to Implement

The Inventory of Jackets, at cost, is about \$20,000.



Questions for Review

- 1) Does your course have policies that you could assist your customer comply with gracefully?
- 2) What is the one thing that you have always wanted to buy at a golf course pro shop but they never stock?
- 3) How do you leverage a person's leisure to boost your profits?



How and When do you Implement?

SUCCESS

#5: A Pro Shop with Dress Clothes

Sea Island
Sea Island, GA
Resort
Green Fee: \$\$\$\$



Why “Best Practice”

The ability for the golfer to buy “high end” dress and street clothes is tremendous service.

#4: Integrating Culture into the Game



Why Best Practice

Each country and many regions with the United States have unique traditions that are an integral part of their culture. Do you create a uniform product and service offering that is “neutral” and meets basic expectations or do you leverage the unique nature of your region for a distinctive experience for the golfer?

How popular would the game of golf be if every course was identical no matter where located in the world? Few would travel to Bandon Dunes or Scotland to experience a typical round if you could play anywhere, USA.

While the variety of courses serves to entice the participant, so does the encounter of customs. Golf trips and appetites are closely related. Would you travel to New England to have Mexican food or to Texas to have fresh lobster?

Each course comes with a heritage that should be celebrated and fostered. Integrating those local nuances creates flavor, adventure and enriches the golfer’s experience.



Estimated Cost to Implement

The chopsticks and sign no more than \$2,000. Yoga lessons – free.



Questions for Review

- 1) What is your regional theme?
- 2) Can you magnify the theme through images, music and cuisine?
- 3) Would club personnel in costumes or uniforms that evoke the region lift you from “predictable”?



How and When do you Implement?

#4: Integrating Culture into the Game

Anyang Benest
Seoul, Korea
Private Club

Why “Best
Practice”

From course conditions, to yoga, to chop sticks to a pro shop stocked with non golf related merchandise, the customer service experience is very good.



#3: Integrating Culture into the Game



Why Best Practice

Golf is a individual game but rarely is played individually. The spirit of camaraderie, fellowship, a respect for history and tradition while engulfed in a competitive event permeate the sport.

In this journey of the world, we have seen in China, Korea and now Ireland where local customs are seamlessly introduced as part of the local lore.

Putting one's hand through the "Symbol of Accord" and acknowledging the friendship of your playing partners are traditions practiced over 6,000 years ago. This evokes magic in this place where lucky charms, four leaf clovers and the potential sightings of leprechauns stir the imagination.



Estimated Cost to Implement

The plaque on the symbol of accord \$100.



Questions for Review

- 1) What "tradition" could you implement at your course to symbolize the essence of the game?
- 2) Could the starter incorporate into their story a message of goodwill and luck beseeched upon the group?
- 3) A contest to name the holes based on local lore, would it be well received?



How and When do you Implement?

#3: Symbol of Accord



Old Head of Kinsale
Kinsale, Ireland
Daily Fee
Green Fee: \$\$\$\$\$

Why “Best
Practice”

Defines the
game for its
essential
element:
camaraderie
and goodwill.

Stone of Accord, 1st Hole, Old Head of Kinsale, Ireland. The stone contains the following plaque.

"In ancient times when Celtic people (the eireann) lived on this headland, friendships were acknowledged, arguments settled and bargains and marriages were sealed by joining hands through the Stone.

This tradition may be up to 6,000 years old and can still be practiced.

As we set out to enjoy the Royal and Ancient game let us continue this ancient tradition by shaking hands through the Stone to symbolize camaraderie and goodwill."

#2: Advertising on Carts at Airport



Why Best Practice

In a country of 1.3 billion people, in a town of 6.5 million residents in a land where less than 1% of the people play golf, why would you ever advertise your resort golf course at the airport.

Here, the owner knows who his customers are: 75% are Korean, 20% Japanese, and 4% world travelers. In flying to Kuming, China, where there are 17 golf courses, what more effective way to communicate that your courses were ranked #1 by Golf Digest, than in the “gateway,” the airport.

Marketing dollars are always precious. In that only 10% of people play golf in the United States, placing advertisements in sports sections of the newspaper, in golf publications that list many courses, differentiating yourself is a challenge.

For the typical course, 95% of the golfers who play your courses live within 20 miles. Understanding the demographics of your customer will ensure effective media placement.



Estimated Cost to Implement

The signs on the airport carts cost \$10,000. The owner of this resort also happens to own the International Airport.



Questions for Review

- 1) Do you spend 5% of your revenues on marketing?
- 2) Are measurement tools in place to determine the efficacy of each media buy?
- 3) Would free bag tags, mouse pads, luggage tags be a more prudent investment?



How and When do you Implement?

#2: Advertising on Carts at Airport

Spring City
Kumming, China
Resort
Green Fee: \$\$\$\$

Why “Best Practice”

In a town of 6 million people, what a cost effective way to convey the message to a large group of potential customers.



#1: Course Names - Fire, Earth, Water and Wind



Why Best Practice

Have you ever played a course called “Fire”, “Earth”, “Water” or “Wind”? The names are unique. Of the 34,000+ courses on the planet, this real estate development/resort will, in 2007, have created a “theme” that borders on brilliance. There are over 400 golf courses in the US that incorporate “green” as one of the adjectives. How boring! From colors, to animals, to nature, to geographic locations, no part of the golf business is less inspired than the predictable names.

Jumeirah incorporates 4 of the 5 elements of “Chi” – the middle Eastern belief in life forces. (only metal is missing.) The courses will be desert (Arizona), trees (New England), water (Florida) and wind (Scotland). Where could you travel on planet earth and enjoy each of type of course and the related challenges?

By hiring famed architects (Norman, Montgomerie, etc.) to execute the theme, the curiosity factor will ensure that these courses draw attention and a lot of free publicity from their novel marketing concept.



Estimated Cost to Implement

What is the cost of a name but some inspired thought.



Questions for Review

- 1) If you renamed your course, would it create intrigue and mystery or confusion? As an aside, “intrigue, mystery, wizard, devil’s liar, and magician” would be names that would create allure.”
- 2) Advertising is most effective when it captivates the imagination? Does your advertising do that?
- 3) Would free bag tags, mouse pads, luggage tags be a more prudent investment?



How and When do you Implement?

SUCCESS

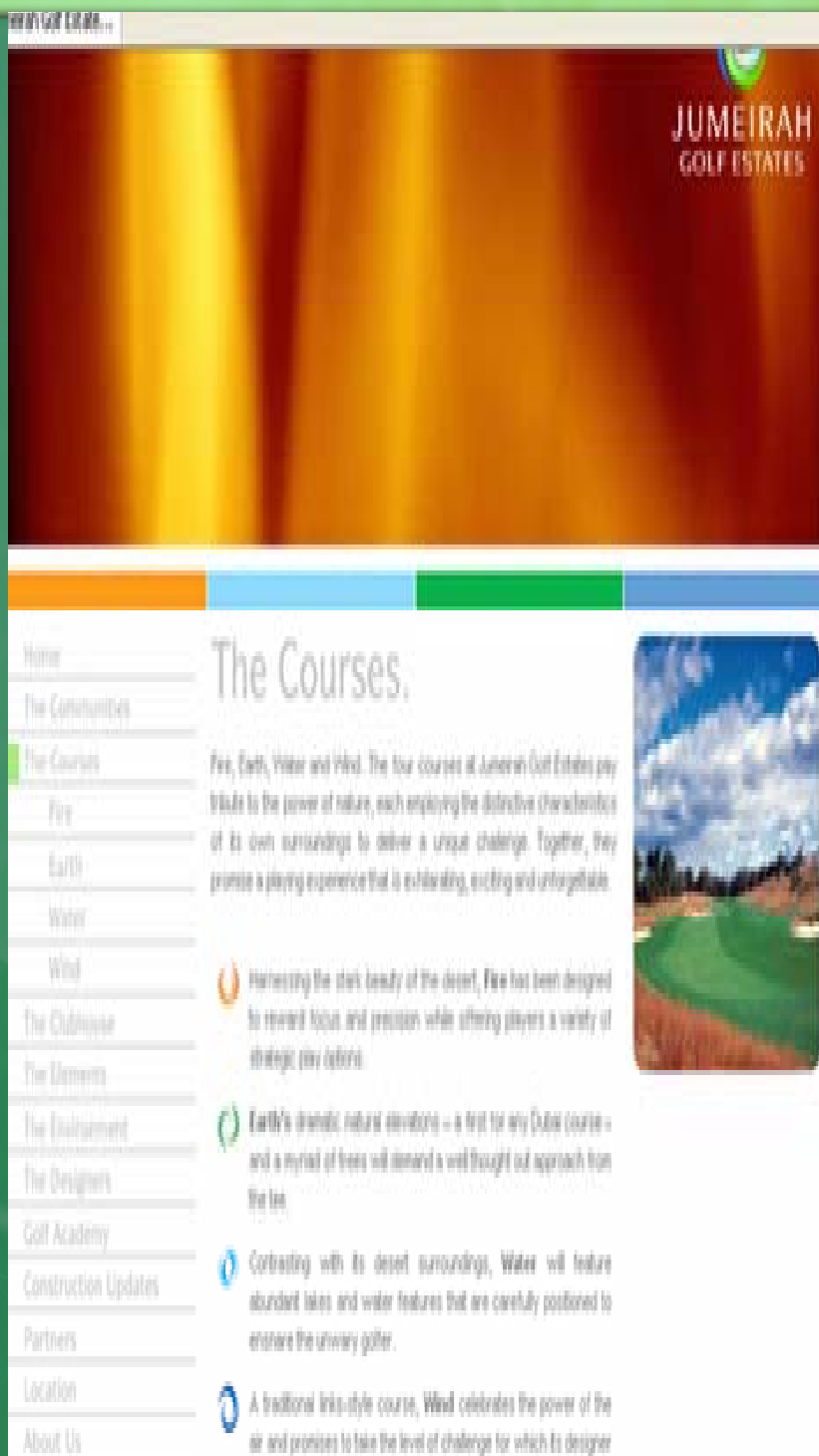
SUCCESS

#1: Course Names - Fire, Earth, Water, Wind

Jumeirah Golf Estates
Dubai, UAE
Resort
Green Fee: Opens 2007

Why “Best Practice”

Capturing 4 of the 5 essential elements found in the creative elements of “Chi” forces, an Eastern belief system, they have created names for the golf courses to provide a unique experience.



The screenshot shows the website for Jumeirah Golf Estates. The top navigation bar includes links for Home, The Communities, The Courses, Fire, Earth, Water, Wind, The Clubhouse, The Offices, The Environment, The Designers, Golf Academy, Construction Updates, Partners, Location, and About Us. The 'The Courses' link is highlighted in green. The main content area is titled 'The Courses' and features a list of four courses: Fire, Earth, Water, and Wind. Each course is accompanied by a small icon and a brief description. A large image of a golf course is visible on the right side of the page.

The Courses.

- Fire**: Harnessing the stark beauty of the desert, Fire has been designed to reward focus and precision while offering players a variety of strategic play options.
- Earth**: Earth's dramatic natural elevations – a first for any Dubai course – and a myriad of trees will demand a well thought out approach from the tee.
- Water**: Contrasting with its desert surroundings, Water will feature abundant lakes and water features that are carefully positioned to enhance the unwary golfer.
- Wind**: A traditional links-style course, Wind celebrates the power of the air and promises to take the level of challenge to which its designer

Thank you

The leading golf course managers realize that golf at its most basic form is entertainment and directly competes for a customer's leisure dollar.

Offering a superior experience is required to create customer loyalty and satisfaction.

Providing a unique experience whether it be in the architecture, service or unique natural formations for golf is not a walk spoiled.

The formula is actually very simple, "treat your customer as you would like to be treated."



NEW PERSPECTIVES

2003
50 Best Management Practices

J. J. Keegan
Managing Principal



Golf Convergence

Caveats to the Presentation

1. This represents our 7th Annual Presentation of the Best Management Practices.
 2. Each year we try to update the presentation with new services observed. A few favorites remain from prior presentations and are highlighted at the beginning.
 3. Green fees prices are listed as follows: \$ = under \$50, \$\$ = 51 – 100, \$\$\$ = \$101 - \$150, \$\$\$\$ = \$151 – 200, \$\$\$\$\$ = over \$201. The prices listed represent the amount paid on the day played. They fees may be significantly different from the courses quoted “rack rate.”
 4. The purpose of this presentation is to measure price/value from the sole perspective of the golfer.
 5. All pictures were taken between January 1, 2003 through October 31, 2005 and may not represent actual conditions at the facility today.
 6. While a picture is worth a 1,000 thousands, many of the pictures taken do not necessarily reflect how the golf course is delivering the service noted by the photograph. If you have any questions, please call. I would be glad to elaborate on why I was impressed with the service noted.
 7. Our goals to maximize your revenue, increase your operational efficiency and enhance your customer service. We hope these photos trigger some ideas. Best wishes for a prosperous golf season, JJK
-

#50: History of the Course

Queenstown Harbor River
 Queenstown, MD
 Daily Fee
 Green Fee: \$
 Top Left



Crosswater Bend
 Daily Fee
 Green Fee: \$\$\$
 Top Right

Sea Island, GA
 St. Simon's Island
 Resort
 Green Fee: \$\$\$\$
 Bottom Left



Grove Park
 Asheville,
 NC
 Resort
 Green Fee:
 \$\$\$
 9th Hole
 Plaque re
 how Bobby
 Jones
 played two
 balls

#49: Bag Drop – Efficient/ Entertaining

Tidewater G.C.
Myrtle Beach, SC
Daily Fee
Green Fee: \$\$\$
Left

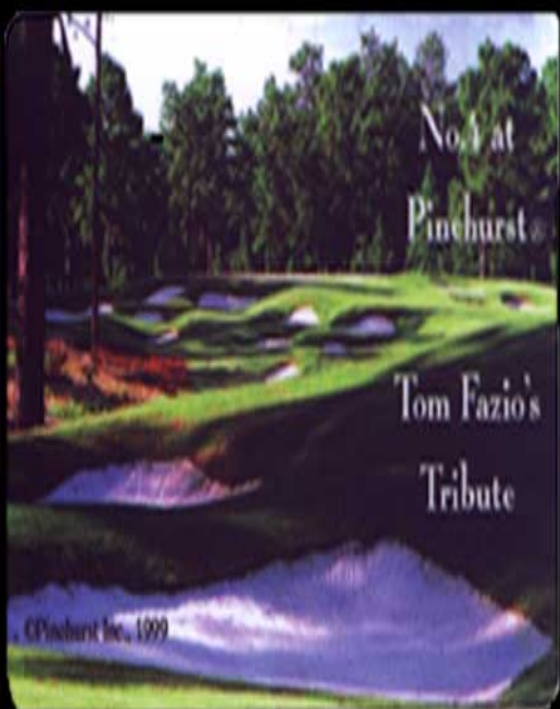
The Wizard G.C.
Myrtle Beach, SC
Daily Fee
Green Fee: \$
Right



#48: Resort Room Keys the are Different

Hotel room keys at:

Coeur d' Alene
 Coeur d' Alene, ID
 Resort
 Green Fee: \$\$\$\$
 Top left



Barefoot Resort
 Myrtle Beach, SC
 Resort
 Green Fee: \$\$\$
 Bottom Left

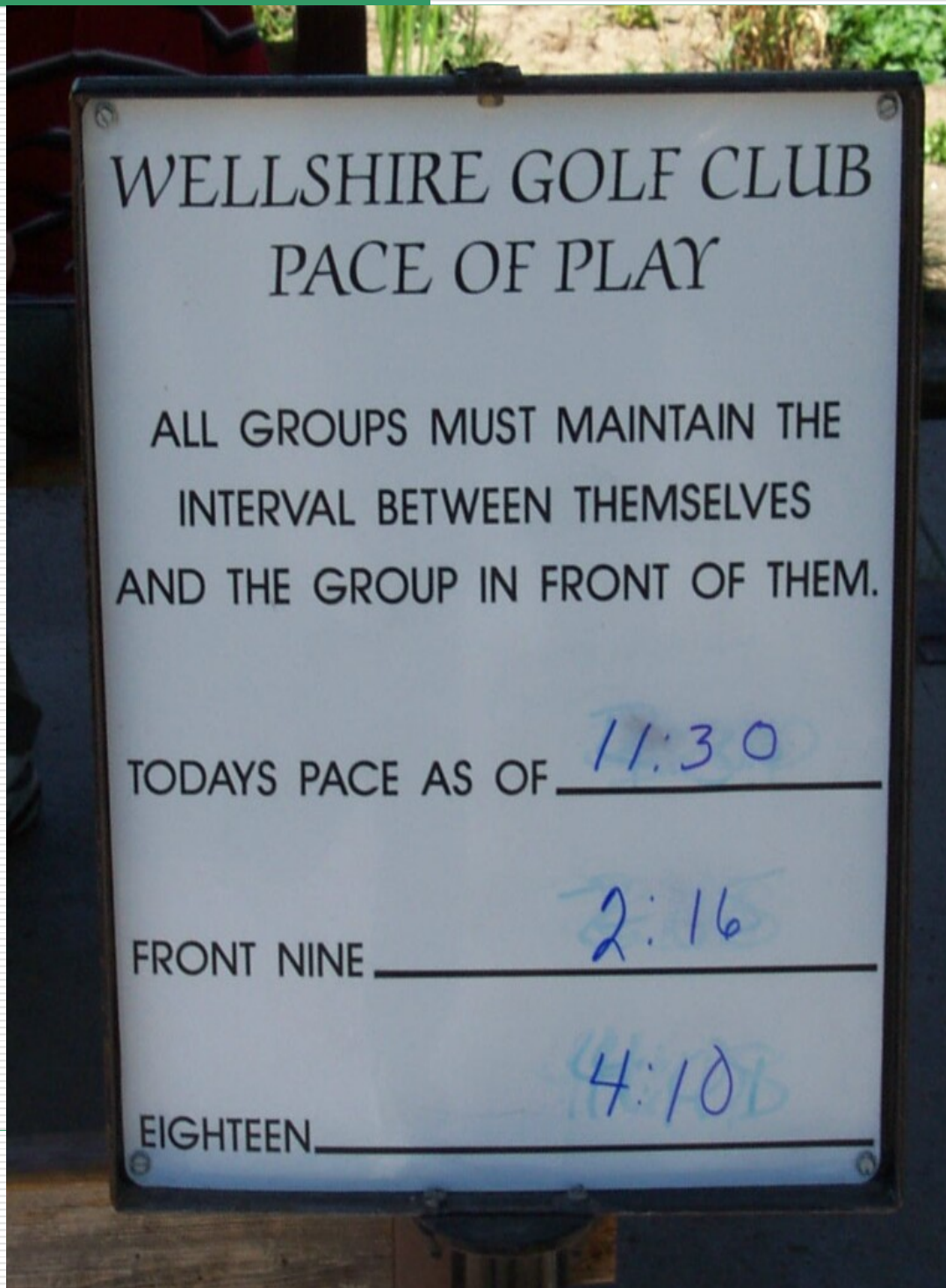


Pinehurst
 Pinehurst, NC
 Resort
 Green Fee: \$\$\$\$\$
 Top right

Sea Island GA
 St. Simon's Island,
 GA
 Bottom Right:
 \$\$\$\$

#47: Pace of Pace Status

Wellshire G.C.
Denver, CO
Municipal
Green Fee: \$



WELLSHIRE GOLF CLUB PACE OF PLAY

ALL GROUPS MUST MAINTAIN THE
INTERVAL BETWEEN THEMSELVES
AND THE GROUP IN FRONT OF THEM.

TODAYS PACE AS OF 11:30

FRONT NINE 2:16

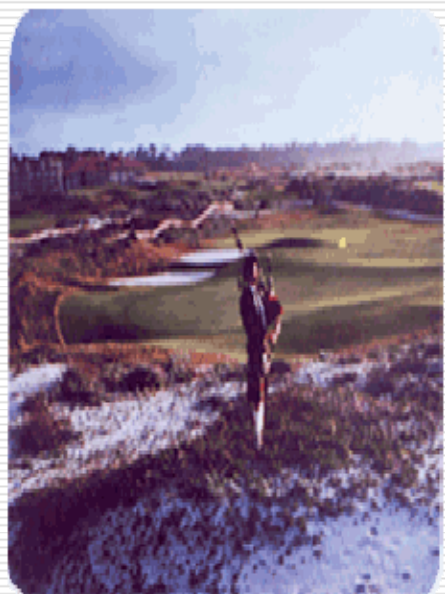
EIGHTEEN 4:10

#46: Gift for Returning Customer

Spanish Bay
Pebble Beach, CA
Resort
Green Fee: \$\$\$\$\$



The set of coasters
with a note from the
GM was a nice touch
upon returning to the
facility



#45: Tee Signs

Tobacco Road
Asheboro, NC
Daily Fee
Green Fee: \$\$

15th hole
has a two
fairways
with a
blind
approach
shot to
green.
Board on
tee helps
golfer
determine
where to
hit the
drive.



#44: Pace of Play Clock

Riverway G.C
Burnaby, Vancouver
Municipal
Green Fee: \$
Picture on left



Waverly Oaks
Plymouth, MA
Daily Fee
Green Fee: \$\$
Picture on Right



#43: Seed Mix on Driving Range

Sawgrass C.C.
Ponte Vedre, CA
Daily Fee
Green Fee: \$\$

Seed mix on
the range
makes a
statement about
the course cares
about its turf
conditions



#42: Clock and Water on Range

Independence G.C.
Richmond, VA
Daily Fee
Green Fee: \$\$

I am sucker for
a clock on the
range so I can
hit that last ball
looking for the
magic bullet.

Perhaps 5% of
all ranges have
clocks.



#41: Cart Pace of Play Sign

Heritage at Westmoor
Wesminster, CO
Municipal
Green Fee: \$

The pace of
play for
every hole
is on a sign
affixed to
the cart.



CARTS MUST REMAIN ON THE PATH
ON ALL PAR 3 HOLES PLUS #1 & #9

CARTS MAY PROCEED 90 DEGREES
FROM THE PATH TO YOUR BALL

THE WETLANDS AND NATIVE GRASSES ARE
STRICTLY OFF LIMITS!

Heritage Golf Course Pace of Play Chart

1	2	3	4	5	6	7	8	9	Turn
:14	:28	:46	:56	1:10	1:26	1:36	1:51	2:05	2:05
10	11	12	13	14	15	16	17	18	Finish
2:19	2:32	3:47	3:04	3:13	3:28	3:42	3:52	4:09	4:09

#40: Cart Ranger for Pace of Play

Arcadia Bluffs G.C.
Arcadia, MI
Daily Fee
Green Fee: \$\$\$

While I thought the attitude of the staff at this course was awful and the location of the range to the clubhouse poor, I did like the pace of play device.

In defense of the course, after paying \$120 for green fees and charging my card, they wanted another \$5 for range balls. I thought they should have told me up front range balls were not included. They handled my objection poorly.



#39: Bag Tags

When I own a course again, and if my price point is above \$60, I am going to give away personalized bag tags. Cheapest, most effective advertising available.



#38: Pro Shop Marketing

The General
Galena, IL
Resort
Green Fee \$\$



Purdue University
West Lafayette, IN
University
Green Fee \$



#37: Flowers on the Course/At Entrance

Fowler's Mills
5th Hole
Daily Fee
Green Fee: \$\$
Top Left



Las Colinas,
Irving, TX
Resort
Green Fee: \$\$
Top Right



Pine Needles
Resort
Green Fee: \$\$\$
Bottom left



Caledonia
Game and
Fish
Pawley's
Island, SC
Daily Fee
Green Fee:
\$\$
Bottom
Right



#36: Audubon Society Award

Fox Hills
Plymouth, MI
Daily Fee
Green Fee: \$

Pinehurst #8
Pinehurst, NC
Resort
Green Fee:
\$\$\$\$\$



#35: Well Appointed Locker room

Pelican Hill
Newport Coast,
CA
Daily Fee
Green Fee:
\$\$\$\$

Designed
for the
business
person
entertainin
g, the
clubhouse
facilities
including
shoe shine
are 1st
class



#34: Clubhouse Buildings with Theme

Man of War
Myrtle Beach, SC
Daily Fee
Green Fee: \$



Wizard GC
Myrtle Beach
Daily Fee
Green Fee: \$



Elk River
G.C.
Augusta,
Mi
Daily Fee
Green Fee:
\$

Note the
bunker
is a picture
of a
“pig”
highlighting
course in
owned
by Honey
Baked
Hams

#33: Mission Statement

Hawk Hollow
Bath, MI
Daily Fee
Green Fee: \$



#32: Hazard Marking Sign

The Dunes G.C.
Myrtle Beach,
SC

Private with
limited public
access

Green Fee: \$\$

The tee shot on
this hole is semi-
blind. You can't
see the water but
the hazard flag
marks end of
lake.



#31: Alignment of Range Balls

Stonehouse
Williamsburg, VA
Daily Fee
Green Fee: \$\$
Left



Hyatt Hill Country
San Antonio, TX
November, 98
Resort
Green Fee: \$\$
Notice Hitching Post
for Bags
Center

Seaside G.C.
St. Simon's Island
Resort
Green Fee: \$\$\$\$
Titleist Golf Balls
Right

#30: Golf Magazine Awards

Wigwam Resort
Litchfield, AZ
Resort
\$\$\$

The awards accorded resort and the staff training certificates are behind POS check-in. I liked that the message that the staff was “qualified.”



#29: Sharpie Pens + Towels on 1st Tee

Pelican Hills:
South Course
Newport Beach, CA
Daily Fee: \$\$\$\$

Note: Starter on
Duty – Did nice
job briefing
group on rules



#28: Pro Shop Theme

Arizona State Univ.
Scottsdale, AZ
Daily Fee
Green Fee: \$\$

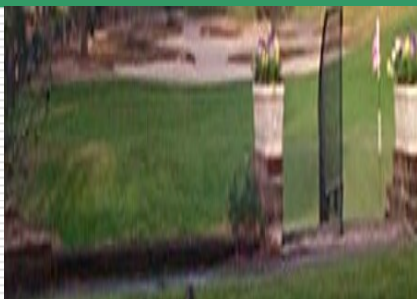
Pro Shop: All
Merchandise
Sun Devils
Logo in
Red/Gold.

You will see
similar themes
at Michigan
State, Notre
Dame and Penn
State.



#27: Tee Signs

Caledonia
Pawley's Island, SC
Daily Fee: \$\$
Left



Independence G.C.
Richmond, VA
Daily Fee
Green Fee: \$\$
Center



Lost Tracks
Bend, OR
Daily Fee
Green Fee: \$
Right



#26: Highway Directional Sign

Royal New Kent
Toana, VA
Daily Fee
Green Fee: \$
Left

World Golf Village
Augustine, FL
Resort
Green Fee: \$
Right

Independence G.C.
Richmond, VA
Daily Fee
Green Fee: \$\$
Right

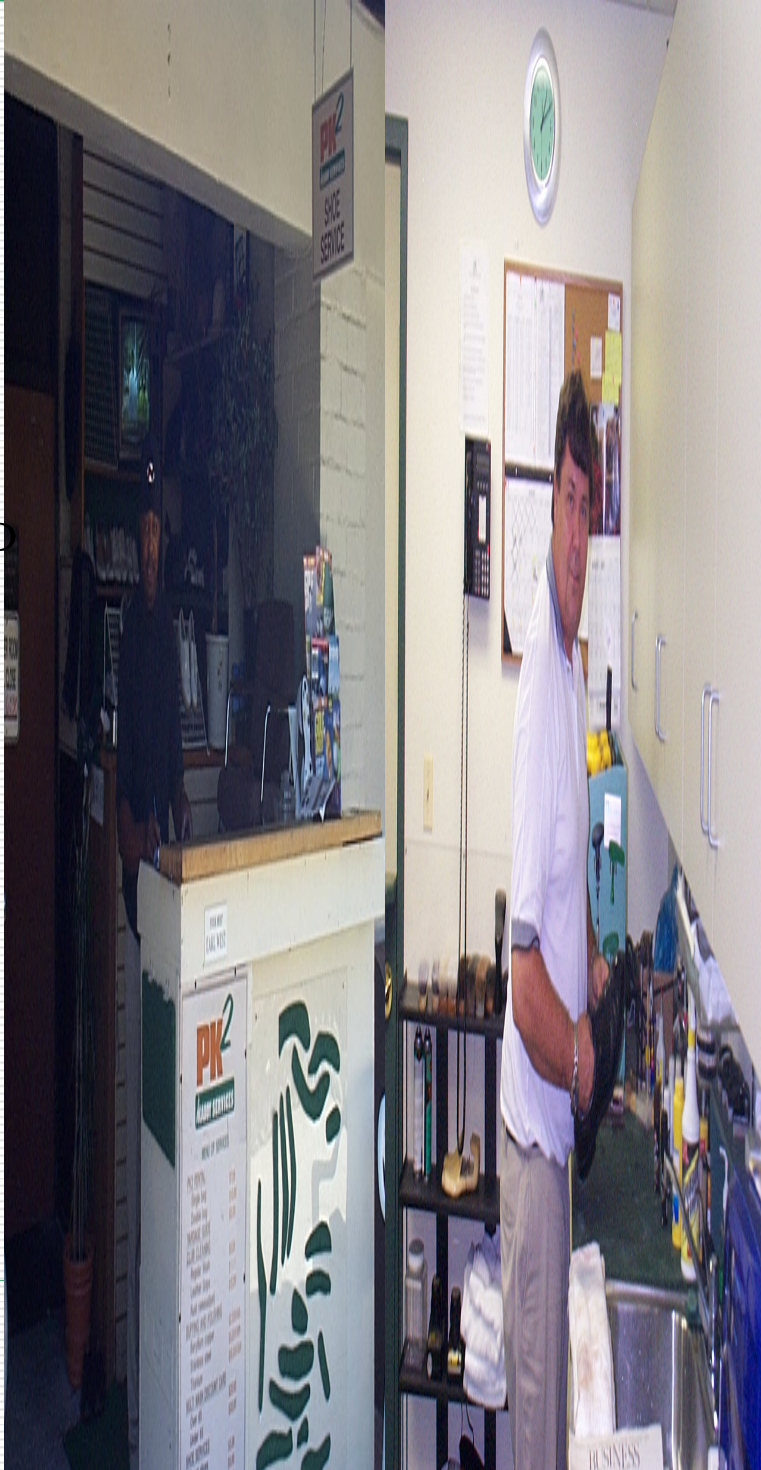


#25: Shoe Shine Stands

Rancho Park
City of LA
Municipal
Green Fee \$

Bulle Rock
Havre de Grace, MD
Daily Fee
Green Fee: \$\$\$

Fowler's Mill
Chesterfield,
OH
Daily Fee
Green Fee:
\$\$



#24: Rate our Course on Web

Bulle Rock
Havre de Grace, MD
Daily Fee
Green Fee: \$\$\$

You have to love the confidence of a golf course management team that believes it is doing such a good job in customer service that they encourage you to publicly rate their facility by leaving these cards by the POS workstations.

While I wasn't a fan of the horseflies that had me for lunch, I would go back just for the service. Very attentive staff.



#23: Advertisement in Golfsmith Magazine

American Golf Corporation
Santa Monica, CA
AGPA Player's Club Card: \$34.95, \$59.95
Sell XXX,XXX cards annually

What effective advertising to promote over 250 courses in 1 magazine where golfer is "buying."



PUT OVER 3,000 HOLES IN YOUR STOCKING THIS YEAR

AGPA Participating Course
Ruffled Feathers Golf Club
Chicago, Illinois

Give yourself or that special someone the gift of golf this holiday season with membership in AGPA (American Golf Players Association). AGPA is the world's largest golf frequency rewards program with over 170 participating courses nationwide. Visit our website at www.AGPA.com to find one nearest you.



As an AGPA Member, you'll enjoy these great benefits:

- **\$175 in Instant Rewards** – When you join, you'll receive valuable certificates for green fees, cart fees, range balls, and more... PLUS a free subscription to *Golf Digest*.
- **Frequency Rewards** – We reward you for playing more of the game you love. You'll earn a discounted green fee certificate for every 10 rounds of golf you play.
- **Early Access to Twilight Rates** – You'll have access to twilight rates one hour earlier than everyone else.

Golfsmith Customers! Save 30% with this Exclusive Offer!

Join AGPA by January 31, 2002 for just \$34.95!
This represents 30% savings*

CALL TODAY TO JOIN.
(888) 790-AGPA
(2472)

Mention source #AEA19004



*Must call AGPA to receive discount. Offer not available at all courses.

www.AGPA.com

#22: Synthetic Mat simulates real turf

Sea Island, GA
St. Simon's Island
Resort
Green Fee: \$\$\$\$

The synthetic mat is a relatively new product that more closely simulates turf. It has long fiber synthetic strands on the mat and it is filled with sand and rubber shavings to keep the mat from getting hard. It has proven to be a good solution to time periods when they need to give the tee a rest.



#21: Fore caddie

Pine Needles
Pinehurst, NC
Resort
Green Fee: \$\$

Pine Needles
had caddies on
each par 3 to
rake bunkers,
fix ball marks,
read putts.

It was a nice
additional
touch and was
“gratis.”



#20: Billboard - The Best We Have Seen

Eagle Ridge
Galena, IL
Daily Fee
Resort
Green Fee: \$\$

A repeat slide.
This remains
my favorite of
billboards
signs seen.

Most signs are
“announcements” not
enticements.



#19: Logo Golf Balls in a Box

Pinehurst #2,
7, 8
Pinehurst, NC
Resort
Green Fee:
\$\$\$\$\$

Logo balls are
a commodity.
The boxes
used at
Pinehurst were
unique.



#18: Player Assistant – the true meaning

Tidewater G.C.
Myrtle Beach, SC
Daily Fee
Green Fee: \$\$

Pace of play was a little slow. The individual standing had another tee time in 45 minutes at another course. The starter commented, “No Problem.” The starter got on his cell, called the course and let the starter know they his guests were running about 30 minutes late and got the time rebooked.



#17: Resort's Private Label Water

Coeur d'Alene
Coeur d'Alene, ID
Resort
Green Fee: \$\$\$\$

One of the few
courses where we
have seen the bottled
water "private
labeled."



#16: Candy by the Pro Shop Door

Lost Tracks
Bend, Or
Daily Fee: \$

Brian
Whitcomb,
PGA
Secretary,
believes that
his golf
course is his
home and
every golfer is
his guest.

He likes
candy and
offers it for
free to his
“guests” as
they leave the
Pro Shop.



#15: Rakes for Bunkers Hidden

Coeur d'Alene
Coeur d'Alene, ID
Resort
Green Fee: \$\$\$\$

Rakes have
“slots in
which” they
can be hidden.
The effect is
that bunkers
look “neat”



#14: Complimentary Luggage Tags

Barton Creek
Austin, TX
Resort
Green Fee: \$\$\$

Free
Luggage
tag with
name of
resort on
one side
for
luggage
or
business
case.

I bet the
first
question
asked
when an
associate
sees the
tag is,
“How was
Barton
Creek?”



#13: Tee Signs

Sand Barrens

Avalon, NJ

Daily Fee

Green Fee: \$\$

Back tees: Pro 0 - 6

1 Up: Championship 7 - 12

2 Up: Amateur 13 - 24

3 Up: Rookie 24 - 35

4 Up: Beginner: 36 +



#12: 1 Day Pro-Am – Raised \$650,000

Karsten Creek
 Stillwater, OK
 Daily Fee
 Green Fee: \$\$\$\$\$

PGA Pros not only played, they donated \$\$\$\$. 9 Tour pros made donations including Verplank, Tway, Tewell, Wood (Willie).



#11: Free Fish Chowder at Turn

Caledonia Game and
Pawley Island, SC
Daily Fee
Green Fee: \$\$



#10: A Clubhouse with Golf History

Karsten Creek
Stillwater, OK
Daily Fee
Green Fee: \$\$\$\$\$

While the course is the most overpriced for the value received, it is almost worth going just to see the OSU championship trophies. An impressive collection.



#9: Women's Clothes, Candles ...

Ballantyne Resort
Charlotte, NC
Resort
Green Fee: \$

Ballantyne is a
Silver/Gold
Medal resort
waiting to be
designated with
new spa and hotel
rooms that are
fabulous.



#8: Signature Hole Recognition

Coeur d' Alene,
Coeur d' Alene, Id
Resort
Green Fee: \$\$\$\$

What a novel
idea. The
floating green
hole: Par/birdie
and get a
certificate for the
wall.



#7: Travel Tags -Clubs Stored @ Hotel

Barton Creek
Austin, TX
Resort
\$\$\$

When clubs were taken out of car, they asked if I wanted to send the clubs to the Pro Shop. When I went to pick up the clubs in the morning, the tag was already on the travel cover. The tag is still on the bag today.



#6: Cool Towels upon completing round

Hualalai G.C.
Four Seasons Resort
Kona, HI
Green Fee: \$\$\$\$

Next to the
free huge
chocolate
chip
cookies on
the 10th tee,
the cool
towel is
really nice.

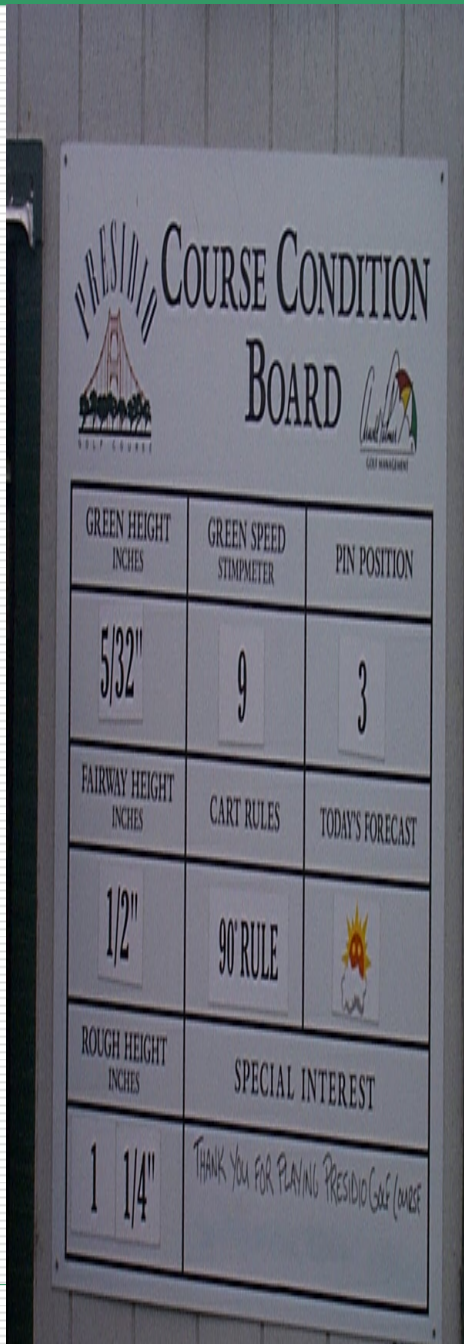


#5: Course Condition Board


Presidio GC
 San Francisco, CA
 Daily Fee
 Green Fee: \$
 Left

Tidewater G.C.
 Myrtle Beach, SC
 Daily Fee
 Green Fee: \$\$
 Right

These signs tell
 me
 management
 cares about the
 course
 condition



PRESIDIO GOLF COURSE COURSE CONDITION BOARD

GREEN HEIGHT INCHES	GREEN SPEED STIMPMETER	PIN POSITION
5 3/32"	9	3
FAIRWAY HEIGHT INCHES	CART RULES	TODAY'S FORECAST
1 1/2"	90° RULE	
ROUGH HEIGHT INCHES	SPECIAL INTEREST	
1 1/4"	THANK YOU FOR PLAYING PRESIDIO GOLF COURSE	



TIDEWATER

7 DAY WEATHER REPORT

SUN	MON	TUE	WED	THU	FRI	SAT
42-66	42-67	46-66	46-66	48-70	40-71	48-71

COURSE CONDITIONS

ROUGHS/FAIRWAYS	GREENS	CART RULE
	2hr	90°

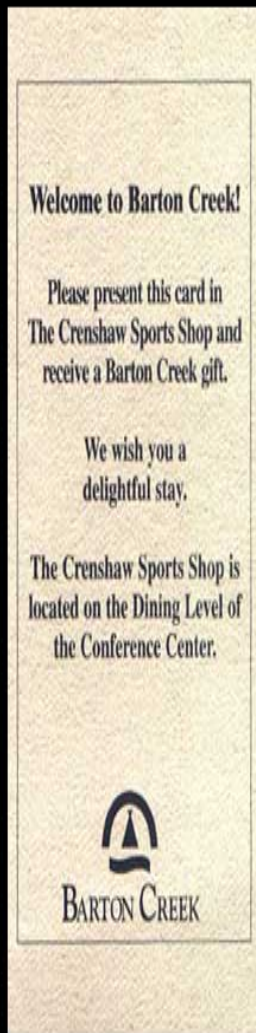
SPECIAL EVENTS

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#4: Free Gift – Mouse Pads

Barton Creek
Austin, TX
Resort
Green Fee: \$\$\$

In the room, on the bed, the card was placed on the pillow with the turn down service. The gift, “a free mouse pad.”



#3: Forecaddie faxes lunch order & picks up picnic basket while you putt on 9th green

Coeur d'Alene
Coeur d'Alene, ID
Resort
Green Fee: \$\$\$\$

Forecaddie
when taking
lunch, also
accepts how
you would like
your
personalized
bag tag to
read, writes
name on slip
and sends to
attendant so
tag is ready
when ready
completed.



#2: Customer Service Monitor

Marriott Seaview
Atlantic City, NJ
Resort
Green Fee: \$\$\$

Polls the
customer and
gives them a
discount on
merchandise.
Everyone wins!



#1: Railroad Car as Bridge to Green

Lost Tracks
Bend, OR
Daily Fee
Green Fee: \$

To get to the island green, you have to walk through the railroad car furnished like a diner. Owner hung 1 bag tag. He now has thousands from around the world. People come to play just to hang their bag tag.



Top 100 Done – Mission Accomplished May 17, 2003

In finishing, J. J. Keegan philosophized that "the more golf courses you play, the more you gain an appreciation for the brilliance of the original architects of the game: Flynn, MacKenzie, Raynor, Tillinghast, and Thomas.

Many new designs change the fundamental nature and enjoyment of golf. Tradition, strategy and subtlety become endearing qualities when contrasted to some newer architects whose work is more a testament to them and not to the game."



NEW PERSPECTIVES

2001

Top 50 Management
Practices

J. J. Keegan, Managing
Principal



Golf Convergence

Caveats to the Presentation



- Green fees prices are listed for each golf course. The prices listed represent the amount paid by JJ Keegan on the day I played. They fees may be significantly different from the courses quoted “rack rate”.
- The purpose of this presentation is to measure price/value from the sole perspective of the golfer.
- All pictures were taken between January 1999 through October 31, 2001 and may not represent actual conditions at the facility today.

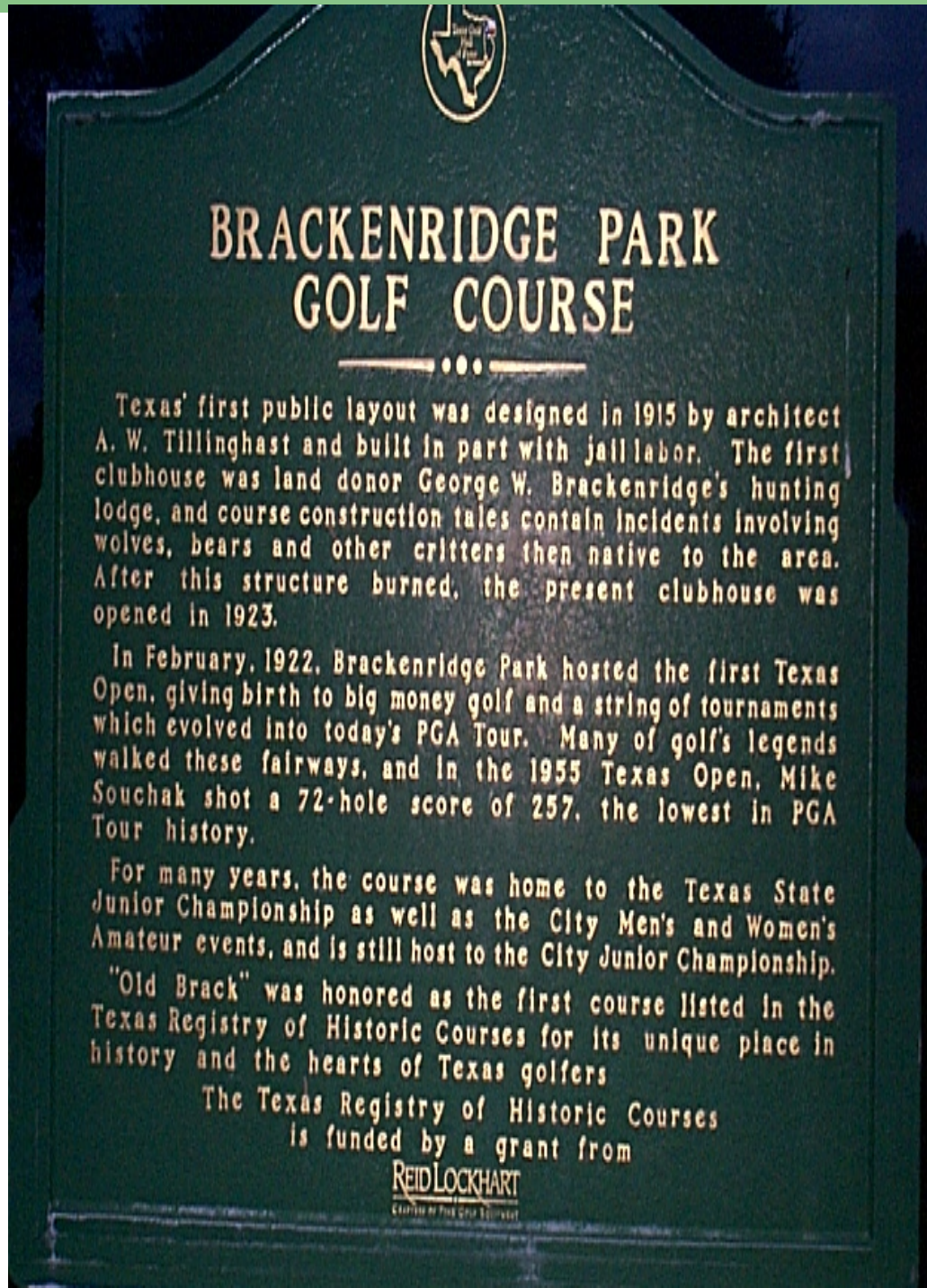
#50: Exit Sign – Thankful/Thoughtful

Braintree Municipal
MA
Municipal
Green Fee: \$20



#49: 1st Tee Sign: Course Legacy

Brackenridge Park
San Antonio, TX
Municipal
Green Fee: \$18



#48: Directional Sign to Golf Course

Brown Deer G.C.
Milwaukee, WI
Municipal
Green Fee: \$25



#47: Sign Notifying Golfers on Wildlife

Emerald Dunes
Palm Beach Garden
Daily Fee
Green Fee: \$125



#46: Acknowledge of Accomplishments by Local Professional

Haggins Oaks Golf Club
Sacramento, CA
Municipal
Green Fee: \$30



#45: Owner of Honey Baked Hams

Elk River
MI
Daily Fee: \$30

Sand
Trap in
the Form
of a Pig



#44: Referral to Other Courses

The Legends Group
Myrtle Beach, SC
Daily Fee
Green Fee: \$75



#43: Billboard: Ten Courses – 1 Number

The Links Group
Myrtle Beach, SC
Resort
Green Fee: \$50



#42: Free Club Cleaning After Round

The General
Galena, IL
Resort
Green Fee: \$90



#41: Cart Tunnel Painted

Hyatt Cerromar
Dorado, Puerto Rico
Resort
Green Fee: \$50



#40: On Course Bathroom



Whistling Straights
Kohler, WI
Resort
Green Fee \$200



Bathroom is hidden
in the sand dunes

#39: Thanksgiving Food for Poor

Fox Hills
Auburn, MI
Daily Fee
Green Fee \$45

Food
Drive for
Poor.
Each
person that
brought
food got
\$2 off on
green fees



#38: Soft Spike Sign

Hyatt Bear
Creek
Resort Fee
Green Fee:
\$90



BEAR CREEK IS NOW A "SOFTSPIKE" FACILITY *Thank You*

#37: Tee Signs + Tips

Swartz Creek
Flint, MI
Municipal
Green Fee: \$20

Fox Hollow G.C.
Lakewood, CO
Municipal
Green Fee: \$32



#36: Flowers on the Course

Fowler's Mills
5th Hole
Daily Fee
Green Fee: \$45
Right Picture



#35: “Dress Standards Apply”

Golden Wing Club
Hamilton Island
Australia



#34: Bag Drop Area

Wizard GC
Myrtle Beach
Daily Fee
\$40



#33: Audubon Society Award

Fox Hills
Plymouth, MI
Daily Fee
\$40



#32: Artifacts Found on Site

Tidewater GC
Myrtle Beach, S
Daily Fee
Green Fee: \$80



#31: Clubhouse Buildings with Theme

Man of War
Myrtle Beach, SC
Daily Fee
Green Fee: \$50

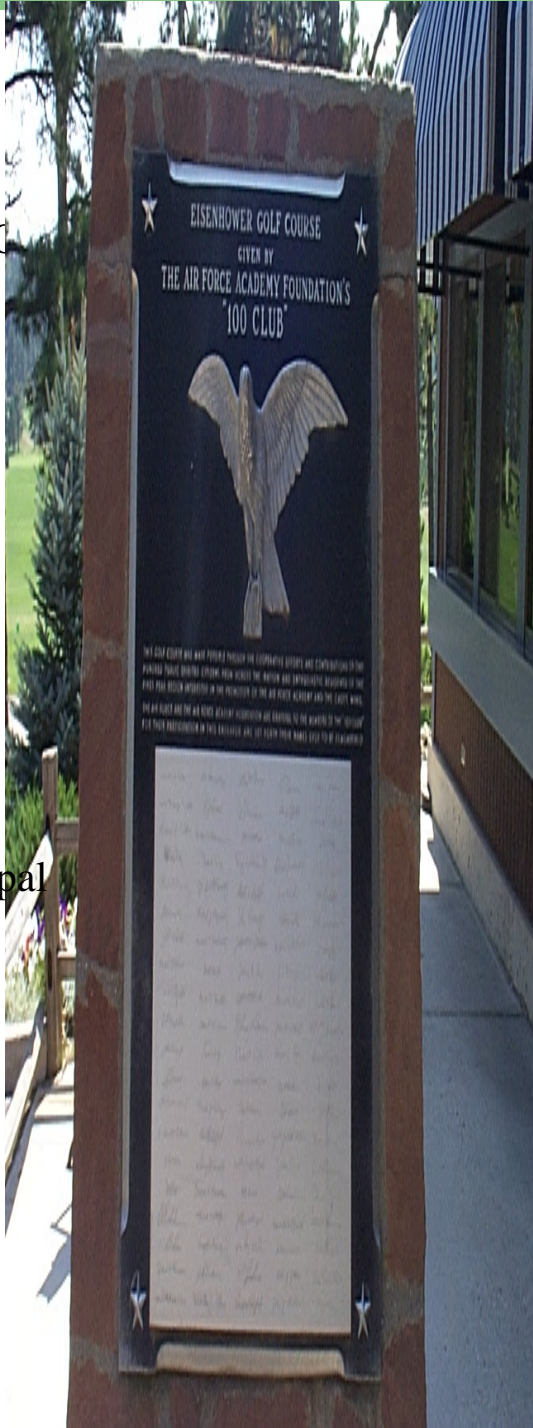


Wizard GC
Myrtle Beach
Daily Fee
\$40



#30: Tradition and Pride

USAF: Blue Course
Colorado Springs, CO
Military
Green Fee \$15
Left Picture

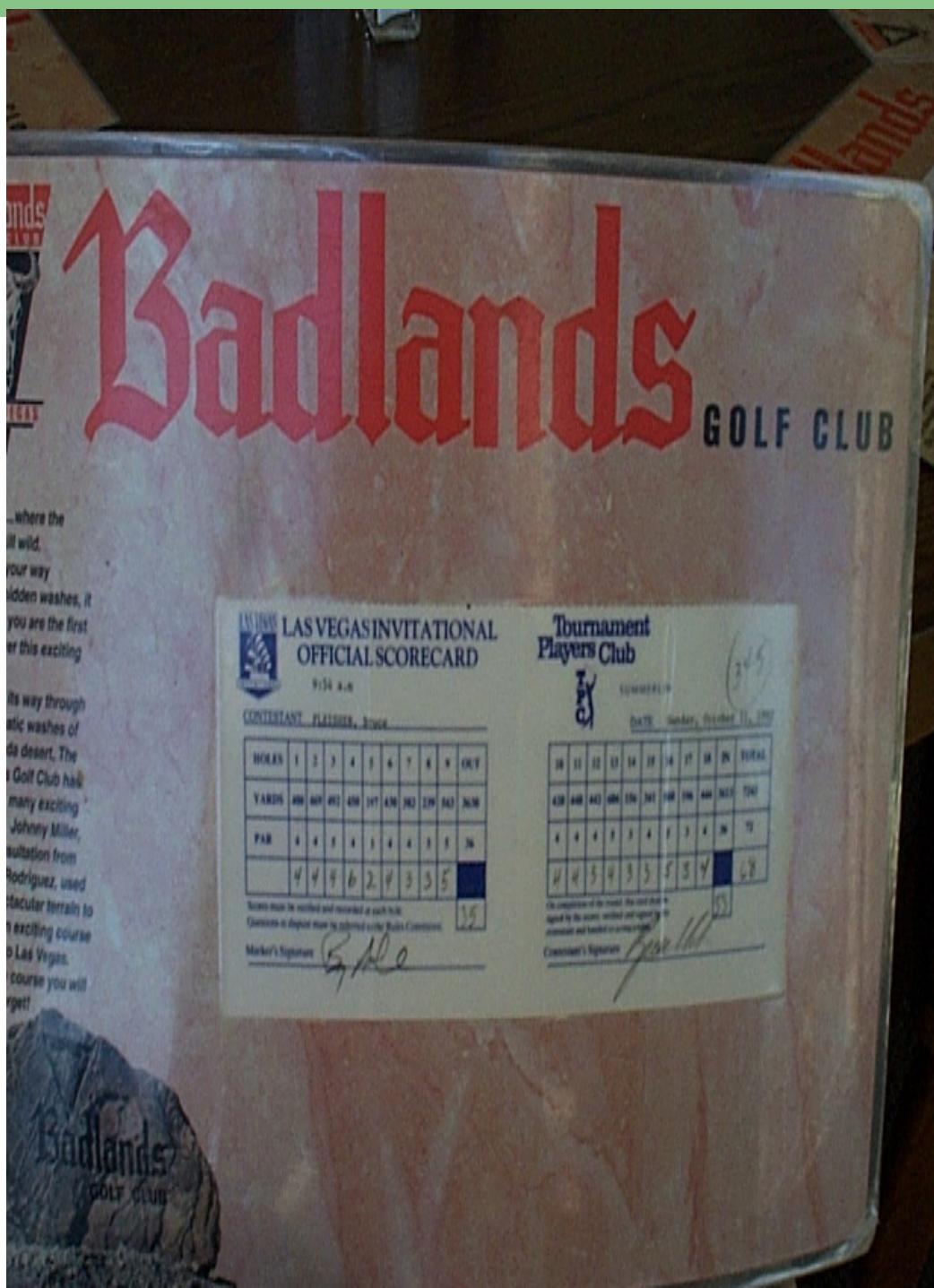


Bobby Jones Municipal
Sarasota, FL
Municipal
Green Fee: \$20
Right Picture



#29: Restaurant Placemat: Advertising

Badlands G.C.
 Las Vegas, NV
 Daily Fee
 Green Fee: \$85



#28: Literature Display Counter

Predator's Ridge
Okanagan, BC
Daily Fee
Green Fee: \$25



#27: Creating Ambience in Shop

Gallagher's Canyon
Okanagan, BC
Daily Fee
Green Fee: \$40

Television without
chairs prompt
customers to stand
around and look at
merchandise



#26: Staff Uniforms

Fox Hills
Auburn Hills, MI
Daily Fee
Green Fee: \$45



#25: Wild Life to Be Seen

Hyatt Cerromar
Dorado, Puerto Rico
Resort
Green Fee: \$50



#24: Seed Mix on Every Hole

Fowler's Mills
5th Hole
Daily Fee
Green Fee: \$45
Right Picture



#23: Lightning Warnings Sign

Randolph North
Tucson, AZ
Municipal
Green Fee: \$28



THE CITY OF TUCSON HAS EQUIPPED THE GOLF COURSES WITH LIGHTNING DETECTION SYSTEMS. IN THE EVENT OF AN APPROACHING ELECTRICAL STORM, A SIREN WILL BE SOUNDED BY ONE PROLONGED NOTE REPEATED TO INDICATE THE POTENTIAL LIGHTNING HAZARD.

PLAYERS, SPECTATORS AND EMPLOYEES ARE ADVISED TO SEEK SAFE SHELTER UPON HEARING THE SIREN. TO RESUME PLAY, TWO SHORT NOTES OF THE SIREN WILL BE REPEATED.

THE BEST SHELTER, IF POSSIBLE, IS TO RETURN TO YOUR PERSONAL VEHICLE.

AVOID RAMADAS, COMFORT STATIONS, ISOLATED TREES, HILLTOPS, OPEN SPACES, TRACTORS AND OTHER GOLF COURSE MAINTENANCE MACHINERY, GOLF CARTS OR ANY OPEN VEHICLES.

NOTE: RAISING GOLF CLUBS OR UMBRELLAS ABOVE THE HEAD INCREASES THE RISK WHEN LIGHTNING IS NEAR.

A TEST OF THE SIREN SYSTEM WILL BE CONDUCTED EVERY WEDNESDAY AT 1:00 P.M.

#22: Guest Services – Halfway House

The Harvest Club
Okanagan, BC
Daily Fee
Green Fee: \$40



#21: Entrance Sign

The Landings
Savannah, GA
Private
Green Fee: \$50



#20: Free Soft Spike Replacement

Fowler's Mill
Chesterfield, OH
Daily Fee
Green Fee: \$45



#19: Colored Tees by Name of Course

Wigwam Resort
Litchfield Park, AZ
Resort
Green Fee: \$90



#18: Tee Signs

The General
Galena, IL
Resort
Green Fee: \$95
Left



Nicklaus North
Whistler, BC
Resort
Green Fee: \$95
Center



Lost Tracks
Bend, OR
Daily Fee
Green Fee: \$38
Right



#17: Flower Gardens

Arizona Biltmore
Phoenix, AZ
Resort
Green Fee: \$100



Las Colinas G.C.
Las Colinas, TX
Resort
Green Fee: \$125



#16: Seed Bucket on Driving Range

Sawgrass CC
Ponte Vedre, FL
Resort
Green Fee: \$85
99th Best



#15: Shoe Shine Stand by 1st Tee

Rancho Park
City of LA
Municipal
Green Fee \$20

Bulle Rock
Havre de Grace, MD
Daily Fee
Green Fee: \$100



#14: Putting Course

Lodge at Koele
Lanai, HI
Daily Fee
Green Fee: \$150

Hawk Hollow
Bath, MI
Daily Fee
Green Fee: \$35



#13: Bathroom Amenities

Disney World
Bonnett Creek
Eagle Pines
Resort
Green Fee \$100



River Valley Ranch
Carbondale, CO
Daily Fee
Green Fee: \$75



#12: Marketing All Your Courses

Marriott Seaview
Atlantic City, NJ
Resort
Green Fee: \$100

Marketing Display
Of all Marriott's
Courses Worldwide &
with Honors won



#10: Highway Sign Advertising F&B

Country Club of Wisconsin
Mequon, WI
Daily Fee
Green Fee: \$60



#10: Tee Directional Signs

Cook's Creek
Columbus, OH
Daily Fee
Green Fee: \$45



Pelican Hills
North Course
Newport Beach, CA
Daily Fee
Green Fee: \$175



#9: First Tee Experience

Grayhawk Golf Club
Talon Course
Phoenix, AZ
Resort
Green Fee: \$35



#8: Bag Drop Experience

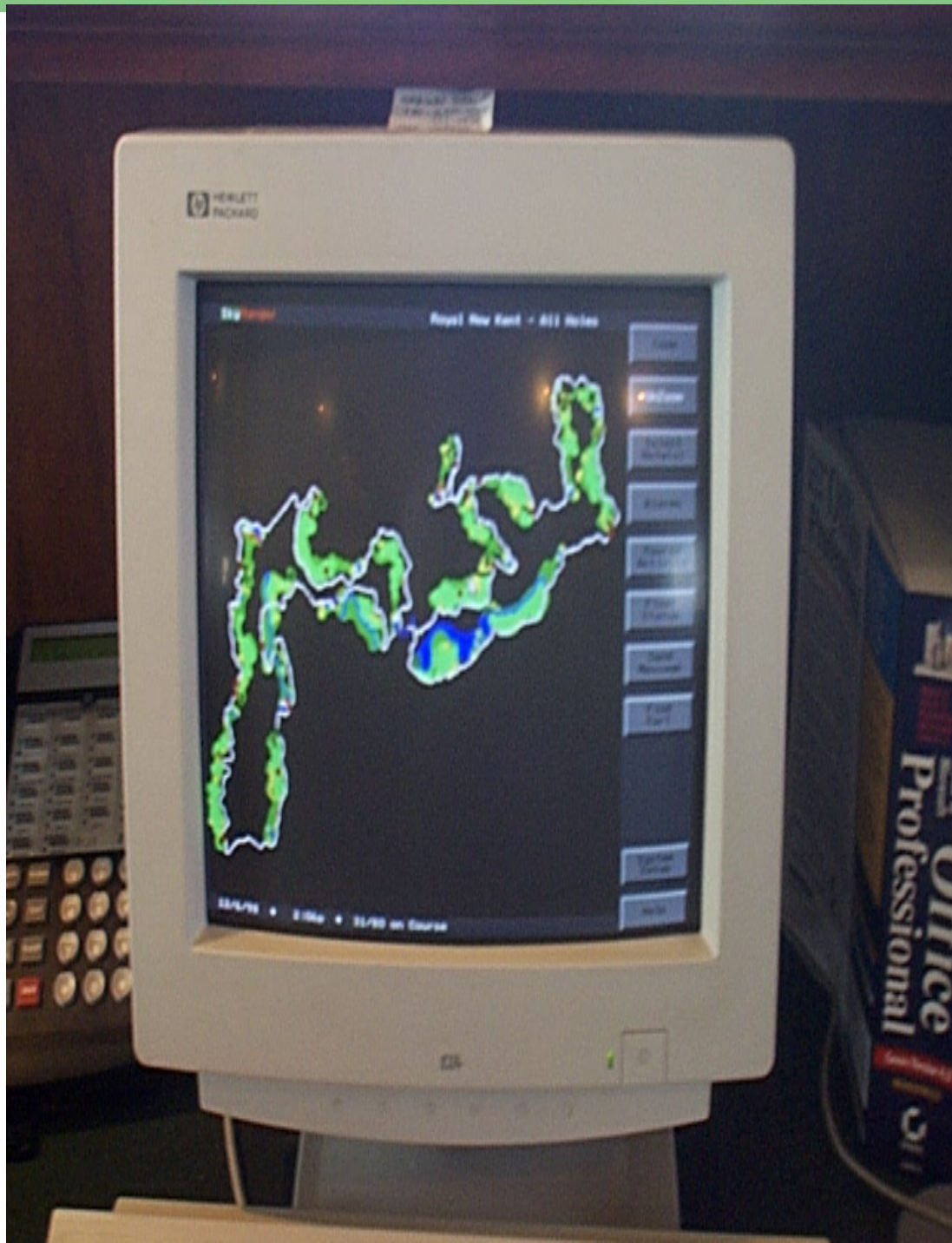
Predator's
Ridge
Okanogan
BC
Daily Fee
Green Fee
\$25

La Cantera
San Antonio, TX
Resort
Green Fee: \$80



#7: DME Equipment

Royal New Kent
Toana, VA
Daily Fee
Green Fee: \$80



#6: Course Condition Board

Presidio GC
San Francisco, CA
Daily Fee
Green Fee: \$45



#5: Customer Service Monitor

Marriott Seaview
Atlantic City, NJ
Resort
Green Fee: \$100



#4: Tee Signs

Sand Barrens
Avalon, NJ
Daily Fee
Green Fee: \$90

Back tees: Pro 0 - 6
1 Up: Championship 7 - 12
2 Up: Amateur 13 - 24
3 Up: Rookie 24 - 35
4 Up: Beginner: 36 +



#3: Driving Range: Fees by Minute

Angel Park
Las Vegas
Daily Fee
Green Fee: \$95



#2: The Best We Have Seen -Billboard

Eagle Ridge
Galena, IL
Daily Fee
Resort
Green Fee: \$9.



1: An incredible clubhouse

Sheraton Abu Dhabi
Clubhouse
Resort
Green Fee: \$95



COURSE NAME	NUMBER	CONTACT	GREEN FEE: Guest	GREEN FEE: HOTEL	CART FEE	REQUIRED?	GPS	CADDIES	DIVOT TOOL	TOWEL	BAG TAG	PERSONAL	CLUB CLEAN	SOFT SPIKES	RANGE BALLS	SHOE SHINE	FOOD	WATER	OTHER
Pebble Beach	(831) 624-3811	Carolyn	350	235	\$25/non	No	No	Yes	No	Yes	Yes	Yes	Yes	No	included	Yes	No	course	yardage book
Pinehurst (No. 2)	(910) 295-8141	Aaron	325	325	included	No	No	Yes-preferred	No	Yes	Yes	Yes	Yes	Yes	included	Available	No	course	yardage book
Bandon Dunes	(541) 347-4380	Grant	175	140	NA/walking	NA	NA	Yes-rec	No	Yes/wcad	Yes	No	Yes	Yes	included	No	No	course	No
Whistling Straits (Strait)	(920) 565-6050	Kent Insteford	229	229	NA/walking	NA	NA	Yes-incl	Yes	Yes/wcad	No	NA	Yes	Yes	included	Yes	No	course	No
Bethpage (Black)	(516) 249-0700	David Catalano	42	42	NA/walking	NA	NA	Soon	No	NA	No	NA	Yes	Yes	\$6/bucket	No	No	course	No
TPC at Sawgrass (Stadium)	(904) 273-3235	Julie	255	255	\$28/player	No/can't carry	No	Pull carts	No	Yes	No	NA	Yes	No	included	Yes	Granola Bars	course	No
Bay Harbor (Links/Quarry)	(231) 439-4928	Rob Fuhrman	199	199	included	Yes	No	No	Prob in 2002	Yes	Prob in 02	NA	Yes	Yes	included	Yes	Coffee/rolls	course	No
Blackwolf Run (River)	(920) 457-4446	Paul	195	195	included	No	No	No	Yes	Yes	No	NA	Yes	Yes	included	Yes	No	course	No
World Woods (Pine Barrens)	(352) 796-5500	Mike	120	120	included	No	Yes	No	No	No	No	NA	Yes	Yes	\$2.50/small	No	No	course	No
Shadow Creek	(702) 399-6495	Monte	500	500	included	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes	included	Yes	Variety	on cart	limo/lock/bev/shoehorn
Kiawah Island (Ocean)	(843) 768-2121	Ron	245	195	included	No	No	Forecaddy	No	Yes	No	NA	Yes	Yes	included	No	No	coolers	yardage book
Harbour Town	(843) 363-4485	John	240	190	included	No	No	Adv request	No	Yes	No	NA	Yes	Yes	included	No	No	course	yardage book
The Homestead (Cascades)	(540) 839-7994	David	210	165	included	No	No	Yes	No	Yes	Resort gst	Yes	Yes	No	Not included	Yes	Fruit next yr	course	
Pasa Tiempo	(408) 459-9155	Charlie	150	150	\$20/player	No	No	No	No	On request	No	NA	Yes	Yes	Not included	No	No	course	No
Cog Hill (No. 4)	(630) 257-5872	Scott	120	120	included	No-rec	No	Yes (2)	Yes	Yes	No	NA	Yes	Yes	included	No	No	course	yardage book
Princeville (Prince)	(808) 826-5000	Haunani	175	175	included	Yes	Yes	No	No	Yes	Yes	Yes	Yes	No	included	No	No	on cart	Spa pass
Mauna Kea	(808) 880-3000	Sam	195	195	included	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	Not included	Yes	Coffee/rolls	on cart	No
Spyglass Hill	(831) 622-1300	Mark	275	250	included	No	No	Yes (2)	No	Yes	Resort gst	No	Yes	No - rec	included	Yes	No	course	No
Challenge at Manele	(808) 565-2222	Lynette	200	150	included	Yes	Yes	No	No	Yes	Yes	No	Yes	Yes	included	No	No	on cart	No
Troon North (Monument)	(480) 585-5300	Pat	240	240	included	No	No	Ask-no guar	Yes	Yes	Yes	No	Yes	No	included	Available	No	on cart	yardage book
The Dunes	(803) 449-5914	Brian	155	155	included	No	No	No	No	Yes	No	NA	Yes	Yes	included	Yes	Coffee	course	No
Pumpkin Ridge (Ghost Creek)	(888) 594-4653	Mick	120	120	\$15/player	No	No	Adv request	Yes	Yes	No	NA	Yes	Yes	included	No	No	coolers	No
PGA West (Stadium)	(760) 564-7170	Valerie	235	235	included	Yes	Soon	No	No	Yes	Yes	No	Yes	Yes	included	Available	No	on cart	No
Sunriver (Crosswater)	(541) 593-1221	Elizabeth	175	175	included	No	No	No	No	Yes	No	NA	Yes	Yes	included	No	No	on cart	yardage book
Bulle Rock (South)	(410) 939-8887	Kevin	145	145	included	No	No	Yes	On request	Yes	Yes	Yes	Yes	Yes	included	Yes	No	course	Locker Room
Barton Creek (Fazio)	(512) 329-4001	Bret	185	185	included	No	No	No	Yes	Yes	Yes	No	Yes	Yes	included	Yes	Coffee/rolls	course	valet service
Blackwolf Run (Meadow/Valleys)	(920) 457-4446	Paul	170	170	included	No	No	No	Yes	Yes	No	NA	Yes	Yes	included	Yes	No	course	No
Bay Hill	(407) 876-2429	Brian/Andy	205	205	included	No	No	Yes (2)	No	Yes	Yes	Yes	Yes	Yes	included	Yes	No	course	No
Sea Island (Seaside)	(912) 638-5118	Mark Anderson	215	215	included	No	No	Yes	No	Yes	Golf pkg	Yes	Yes	Yes	included	Yes	Cof/Rts.Snrx	course	No
Caledonia	(843) 237-3675	Thad	150	150	included	No	No	No	No	No	No	NA	Yes	Yes	included	No	No	course	yardage book
Kapalua (Plantation)	(808) 669-8877	Kristin	220	135	included	Yes	No	Fore/summer	No	Yes	Yes	Yes	Yes	No	\$6/lg	Yes	Coffee	course	yardage book
Grand National (Links)	(334) 749-9042	Brandi	72	72	included	No	Yes	No	No	No	No	NA	Yes	No	Not included	No	No	course	No
Reynolds Plantation (Great Waters)	(706) 485-0235	Scott	135	135	\$22/player	Yes	No	In 2002	Yes	Yes	No-Soon	NA	Yes	Yes	included	Yes	No	coolers	No
Cambrian Ridge (Sherling-Canyon)	(334) 382-9787	Amy	55	55	\$15/player	No	Yes	No	No	No	No	NA	Yes	No	\$6/lg	No	No	course	No
Pine Needles	(910) 692-8611	Lindsay	175	160	included	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	included	Yes	Coffee	course	No
Taconic	(413) 458-3997	Cathy	140	140	included	No	No	No	No	No	No	NA	Yes	Yes	\$5/lg	Yes	No	course	No
Dancing Rabbit	(888) 372-2248	James Moore	96	96	included	No	Soon	Yes (2)	Yes	On request	Yes	No	Yes	Yes	included	On request	Fruit	course	No
Sugarloaf	(207) 237-2000	Scott Hoisington	105	105	included	No - rec	No	On request	Yes	Yes	Yes	No	Yes	No - rec	\$3.50/bucket	No	No	course	yardage book
Emerald Dunes	(561) 684-4653	Jeff	175	175	included	No	Yes	No	No	Yes	No	NA	Yes	No	included	Yes	Coffee	course	yardage book
Lakewood Shores (Gallees)	(989) 739-2075	Craig	62	62	\$13/player	No	No	No	No	No	Yes	No	Yes	Yes	\$4/lg	No	No	course	yardage book
Doral (Blue)	(305) 592-2000	Helen	275	250	included	No	No	Yes	No	Yes	No	NA	Yes	Yes	\$7/lg	Yes	No	course	No
Troon North (Pinnacle)	(480) 585-5300	Pat	240	240	included	No	No	Ask-no guar	Yes	Yes	Yes	No	Yes	No	included	Available	No	on cart	yardage book
Spanish Bay	(831) 647-7495	Gordie	210	210	\$25/non	No	Yes	Yes	No	Yes	Yes	Yes	Yes	No - rec	NA-no range	Available	No	course	No
The Broadmoor (East)	(719) 577-5790	Mike Roth	160	160	\$15/player	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	included	Available	Apples	course	yardage book
Linville	(828) 733-4363	J. Blackburn	80	80	included	Yes	No	No	No	Yes	Yes	No	Yes	Yes	\$4/lg	Yes	No	course	No
Ventana Canyon (Mountain)	(520) 577-4061	Tom	199	199	included	Yes	No	No	Yes	Yes	Yes	No	Yes	Yes	included	Yes	No	course	yardage book
Tidewater	(843) 249-3829	Archie Lemon	160	160	included	No	No	No	Yes	Yes	Yes	No	Yes	Yes	\$4/lg	Yes	No	coolers	yardage book
Pinon Hills	(505) 326-6066	John	25	25	\$8/player	No	No	No	No	No	No	NA	Yes	Yes	\$3.50/lg	No	No	course	No
Grand National (Lake)	(334) 749-9042	Brandi	72	72	included	No	Yes	No	No	No	No	NA	Yes	No	Not included	No	No	course	No

What's Next?

From Ideas to Execution

Having ideas is easy, execution on a consistent basis is always a challenge.

Golf Convergence offers a comprehensive “Facility Evaluation” using a 500 point check list to benchmark your facility. From the time we arrive at the airport to the time we depart your facility, we are mindful of the brand message you are creating in contrast to your competitor. We then provide you an extensive report, a “score” for your facility – all of which will be communicated in an interactive session. You will see photographs of your course and those of your competition and hear a review of the distinctions. A meeting with your entire staff will compare and contrast new ideas for improvement, they will depart energized and ready to take your customer service to a higher level which will positively impact your bottom line.

Presented below is our client philosophy, our core constituents, our process and the diverse consulting services we offer.

These services all have one objective: to facilitate and serve as a catalyst for your facility to maximize its revenue, increase its operational efficiency and enhance its customer service.

To begin this process of self renewal, please call 303 283-8880. We can be at your facility within two (2) weeks.

Client Philosophy

Each person has a different worldview; individual “lenses” that filter their version of reality. It is not surprising that different people can see the same data and make entirely different decisions.

Consultants understand that it is only possible to make a meaningful and positive impact when solutions are dynamically crafted based on the perceptions of clients. We must ascertain: “What is our client’s universal selling proposal?”

Today, most clients are too overwhelmed by data to discover all the details. Time constraints prevent them from fully exploring opportunities for

improvement. From this confusion, fear arises which creates inaction, hence many opportunities are lost.

Our goal for each project is simple. We are very skilled at looking for incongruity in massive volumes of data, whether it is from observation or analysis. By reducing it to a few simple phrases that we bring to life vividly, recommendations made can be understood and easily implemented.

In contrast to many consultants who merely proffer theories, we believe in execution. Each of our projects is a staged consulting engagement - specific goals are created, decisions are made progressively and assistance is provided in execution. The results are then monitored to ensure the vision is achieved.

Each step we take leads to a conclusion.

With a zealous pursuit for excellence, we have created systems and tools that are combined with one of the most extensive networks within golf. Our ability to forecast trends within the golf industry is unparalleled. As a result, by “making the numbers dance,” we provide our clients the financial benefit of seeing “tomorrow’s newspaper headlines today.”

Who Do We Serve?

The clients of Golf Convergence are likely to be visionaries that want the truth without any tricks and who want to leverage the efficiencies of technology, systems, and experience to create strategic opportunities.

Our clients consist of three constituencies:

Golf Course Owners - “Who are Smart but Confused and are Seeking Clarity”

- ◆ Individual owners with concerns about profitability, operational efficiency and customer service.
- ◆ The owner who is highly attuned to creating value for the customer, and maximizing their investment.
- ◆ Managers who want to update through technology, in a cost effective way, but don’t know how.

Software Vendors – “Who are seeking to maximize their invested capital”

- ◆ Looking for confirmation as to their strategic vision and competitive advantages.
- ◆ Many require independent testing to validate new products prior to release.
- ◆ Some have a desire to leverage their software through integration and licensing to/from third parties.
- ◆ Seeking capital injection to maximize shareholder return.

Golfers – “Who are seeking a value based enhanced life style”

- ◆ Golfers who want an opportunity to play leading golf courses on a priority basis whether it is in terms of advanced booking privileges or value based fees.
- ◆ The new “surfer” is an internet golfer looking to leverage his avid passion for the experience and take advantage of internet opportunities. Often these are impulse decisions for the coming weekend.

Having defined our target clientele, it is equally important to define those segments that are not our principal focus: Golf Course Owners – Municipal and Management Company operated. Municipal golf courses are involved in a long decision making cycle and emphasize the “status quo” while management company personnel believe they have all the answers.

Services

We have created core services for each of the three constituencies as follows:

Golf Course Owner:

The general opinion is that each golf course, to the superficial observer, is nearly identical. While the length of the course, the typography and the holes may differ, golf is a game that people play to have fun.

Nothing could be further from the truth. Each golf course is uniquely different: fees, traditions, ascetics, conditions, service levels, type of customer it attracts, clubhouse structure, amenities, ownership (municipal, daily fee,

private, resort, military) – all produce a different consumer value, etc. We “find the niche” and set your sights on presenting your strengths.

Because each type of facility offers unique challenges in execution, courses struggle to find the right vision and strategy. Our ability to identify their strengths narrows the focus.

Golf Courses owners often deploy “the cycle of death” strategy.

In challenging economic times, their first focus is how to create or sustain revenue sources. Often they begin by changing green fees in multiple price based segments, discounting, and coupon books, creating varying classes of membership or prepaid play.

After revenue initiatives lag, expenses become the target, i.e., change the size of the maintenance staff, reduce service levels, have the GM serve as the ambassador for the restaurant, etc.

As a result of cutting expenses, service levels decline, thereby, further decreasing revenue. The course becomes infected with economic cancer that has no short term cure.

To prevent the hemorrhaging, we have developed a comprehensive six (6) step system to enhance the financial health of the golf course:

Service	Products/Tools/Systems	Decision Points	Description
1) Economic Impact Analysis	Annual State of the Industry Study	Is there sufficient demand within appropriate demographics to meet the available supply?	
	Geographic Local Market Analysis		
2) Weather Impact Study	Course Weather Analysis Report	What impact has weather played on the rounds vs. management policies?	
3) Facility Review	Financial Review	Course utilization, revPAY, revPAR, EBIT, technology ROI, cost per round, staffing levels, maintenance, capital budgets, and deferred expenditures in comparison to competition	Seven key statistics determine a golf course's profitability. Industry trends and data are extracted from comprehensive data warehouses.
	Operational Audit	Review and evaluation of consistency in the execution of established procedures.	General operational techniques, specific profit centers, maintenance practices, fee structures, and needed capital improvements are assessed. Our report provides recommendations based on in-depth analysis of the facility's strengths and weaknesses.
	Employment Assessment	The most crucial element to the success of any organization is good people; specifically, matching each person's unique talents to their responsibilities.	Using Wonderlich, Predictive Index and Gallup Poll testing (Marcus Buckingham – Discover Your Strengths), we evaluate your staff to ensure that the people hired are properly matched to their responsibilities.
	Service Assessment:	First Impression: What is the first impression a golfer has of your facility?	This photo essay choreographed to the music of Enigma will take your staff on a journey of self exploration revealing that first impressions do make a difference.

Service	Products/Tools/Systems	Decision Points	Description
	Service Assessment	Mystery Shopper Review	<p>Our secret shopper service provides an in-depth analysis of your operation based on a checklist of over 500 items.</p> <p>A collection of photographs from your course will be contrasted to those of your competitor's facilities.</p>
		Best Management Practices	<p>The Top 50 Management Practices amassed from travels of nearly 2 million miles visiting 14 countries and over 4,000 golf courses. Photographs and discussions of unique practices that impact the golfer's experience.</p>
4) Customer Analysis	Customer Franchise Analysis	Who are your core customers and how much do they spend?	<p>Twelve (12%) percent of a course's clients generate sixty-five (65%) of the annual revenue. Over 4,000 distinct customers visit annually with nearly 1/3 failing to return. Do you know who your 12% are? Or the 33% that never came back?</p>

Service	Products/Tools/Systems	Decision Points	Description
5) Technology Assistance	Systems Review	Overspending easily occurs when buying a computer management solution. We will conduct on-site visits to review your business requirements, the attitude and aptitude of your staff towards technology, and your budget.	A Request for Proposal is drafted; solicitation of responses from qualified vendors and on-site demonstrations is coordinated. Financing options, including popular lease options to protect your technology investment and position your course for future growth are recommended.
	Email Marketing and Data Collection Services		Starting with implementing thirteen (13) transparent data collection points, a customer database is created that seamlessly blends the tee time reservation system with the POS cash register. Thus, a cost effective email service can be leveraged to provide information and incentives to create substantial incremental revenue.
	Web Site	Static pages or interactive dynamic information determines the difference between apathy and a transaction tool that reduces labor costs and creates operational efficiency.	Today's best designed sites reinforce the brand image to the targeted audience. Do they know who YOU are?
6) Monthly Review and Proactive Management	Financial Review, Pricing and Marketing Execution	Evaluation of financials and projected demand to implement dynamic pricing to maximize revenue.	If staff is too busy with daily activities, strategic advisors execute with proper oversight.

ABOUT THE AUTHOR



James J. Keegan is a leader and innovator in the golf course management industry.

Previously, as president of Colorado-based Fairway Systems, Keegan has helped grow and position the company as one of the premier management consulting firms in the world providing software solutions to over 500 golf courses in seven countries. Established in 1989, Fairway Systems specializes in providing enterprise solutions to multiple course municipalities, management companies and high-end resorts in an effort to use cutting edge technology to maximize revenues, increase operational efficiency and enhance customer service. Fairway Systems' clients generate more than 25 million rounds of golf a year and reach 2,500,000.

Keegan has an infectious personality and keen eye for detail. For the past 15 years, he has traveled in excess of 100,000 miles visiting over 250 courses annually and meeting with owners and key management personnel at more than 2,500 courses. Having successfully combined his passion for golf with his business acumen, his experience makes him uniquely qualified to offer expert opinions on trends and issues facing golf courses today because of his direct knowledge and interaction with the golfing community on a local, national and international level.

An accomplished writer he has published two books along with numerous articles for various weekly and monthly periodicals including Entrepreneur Magazine and Franchising. He has also been quoted in the Wall Street Journal, Golf Shop Operations, and the National Golf Foundation's "Golf Market Today" regarding current operational issues facing golf courses.

Keegan is a former volunteer of the Colorado Golf Association having served from 1986 to 2002 including being a Governor for nearly a decade. Jim has served as a course rater and rules official for numerous tournaments including the local and sectional qualifying for the U.S. Open. He was also on the Executive Committee, Finance Committee, and chairman of Mira Vista G. C. Operational Committee. Jim was appointed to the USGA Sectional Affairs Committee, 1996 - 1997 and attended USGA Course Rating Seminar in Los Angeles and Rules Seminar at Far Hills.

A certified public accountant with a B.B.A. degree from Texas Christian University, Keegan earned an M.B.A. in corporate finance from the University of Michigan. He has also served as a captain in the United States Air Force and worked at KMGH Peat Marwick as a computer audit specialist.

Recent Speaking Engagements:

- ◆ Golf Course Superintendents Society Convention in Orlando, February 6, 2002.
- ◆ New Jersey Public Golf Course Manager's meeting at Morris County's Pinchbrook course on February 15, 2002.
- ◆ Golf Institute of the National Parks and Recreation in La Jolla CA on April 23, 2002.
- ◆ NRPA Golf Institute in Naples, FL on December 1, 2002.
- ◆ California Municipal Golf Course Managers Conference in Sacramento, CA in January, 2003.
- ◆ ING Media Conference at Keystone Resort, June, 2003 regarding Internet marketing to golf courses.
- ◆ NGCOA "Solutions Summit" in Atlanta, GA, February, 2006 regarding best management practices.

Golf Background of Courses Played:

- ◆ 69 of the top 100 in the World from the 2005 Golf Magazine Edition.
- ◆ 96 of the Top 100 You Can Play from the 2004 Golf Magazine Edition.
- ◆ 100 of the Top 100 You Can Play from the 2000 Golf Magazine Edition.
- ◆ All Golf Magazine Gold Medal Resorts.
- ◆ All Golf Magazine Silver Medal Resorts with the exception of Balsams, Country Club of Hershey, and Ojai.

Author of the 1999, 2001 and 2003 photo essays "Top 50 Management Practices in Golf."

J. Wood Platt Caddie Scholar, 1965, Philmont CC, Huntingdon Valley, PA
19006

Behind the Face



Nearly twenty years ago, I wrote several books. One was a compilation of my favorite quotes. Quotes I closely identified with:

- ◆ Mario Andretti's "If you enjoy your work, you need no hobbies."
- ◆ Dan Rather's "I am not the smartest person. But few can outwork me."
- ◆ Unknown: "No one goes through life undefeated."

These statements reflect my inner soul.

Golf has shaped my life, forging my personality, creating the discipline, organization and work ethic I maintain.

As a senior in high school, my Dad gave me a choice: he would buy me a 4 wood or fund me going to the Senior Prom. I chose the Wilson 4 wood. It was an action that led to many opportunities that have resulted in a vital career and rewarding life. I never feel more totally connected and at peace than when I am pounding balls on the driving range or playing late in the afternoon on a famed course by myself or with friends. My back goes or the sun sets long before my spirit diminishes.

My character was formed as well by my experiences as an Eagle Scout and being selected as a J. Wood Platt Caddie Scholar. C. J. Burnett, a trustee of the program and a professor at the University of Pennsylvania taught me a valuable lesson about generosity. Having graduated from TCU I had applied and was accepted at the University of Michigan and the Northwestern MBA programs. Though I received partial scholarships, to go to either, I needed further financial assistance. I wrote C.J. Burnett a letter asking if I could apply for a \$1,000 scholarship to attend graduate school. Ten days later the funds arrived.

Upon graduating, I called him and learned that the Caddie Scholar program didn't grant scholarships for graduate school. It was a personal loan.

I was touched by his kindness. His belief that excellence was rooted in a continuing education was a lesson I still practice to this day. I read a non fiction book frequently.

I am incredibly lucky. My avocation is my passion. I have played all of the top 100 courses the Public can play, as ranked by Golf Magazine, 69 of the top 100 International golf courses and 48 of the top 100 in the United States. In 2004, I played 125 different courses in six (6) countries. One last round, where would it be? The River Course at Blackwolf Run followed by a massage at Kohler's Waters, dinner in the Immigrant's room and a restful night at their marvelous hotel. If they were booked or it was a "guy's getaway," Bandon Dunes. Bandon in the morning, Pacific Dunes in the evening, dinner in the clubhouse and a book with the firelight in the Lily Pond Cottages.

Golf's allure is that while perfection seems often attainable, it is not sustainable. It is this same challenge that I find appealing about being involved in the development of solutions for golf courses.

Life is a series of hurdles, some higher than others. I awake every morning at 5:30 a.m. read for 30 minutes while thinking of my email. I consider my dream to improve and advance the golf industry as a series of events leading to eventual personal and professional fulfillment. Staying open to the myriad of ways opportunities align with talent and passion is the fundamental core of Golf Convergence. Our team really consists of individuals all self motivated, all driven to excellence, all consumed by the passion for constant learning and unafraid to take action to enhance and increase the success of our clients.

The race is swift and the speed of the leader determines the rate of the pack. At Golf Convergence, we run quickly. Our philosophy is simple. If every day we strive to improve ourselves, ultimately we will surpass the competition. Appreciating the benefits of the past and the inherent possibilities of the present empower us to forge a strong and exciting future serving those who respect and love the game, as we do.