

NEW PERSPECTIVES

# 50 BEST MANAGEMENT PRACTICES

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**Golf Convergence**



# *Caveats to the Presentation*

1. This represents our 7<sup>th</sup> 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. 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.
6. 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.

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# Bonus: Best Billboard



## Why Best Practice

This billboard is effective for many reasons: 1) An appealing photograph 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 billboards are merely informational, providing contact information or directions. Some have compelling pictures but few have compelling tag lines. I saw another effective billboard leaving the San Antonio Airport, 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?



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# SUCCESS



**Bonus:**

## **Billboard – The Best We Have Seen**

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

Why “Best  
Practice”

Most signs are  
“announcements”  
not enticements.



# Bonus: 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 member’s 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 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?

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# SUCCESS

# Bonus:

## Complimentary Luggage Tags

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

### Why “Best Practice”

Free advertising.

Golfers who see the tag ask, “How was Barton Creek?” The answer is awesome.





# Bonus: True Player Assistant



## 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 customers’ 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 he 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 a 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?

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# SUCCESS



# Bonus:

## True Player Assistant

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

### Why “Best Practice”

Great customer service.

The pace of play was a little slow. The golfer had a 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?



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# SUCCESS

# #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. Though a “repeat” slide, the 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 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?



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# #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, every facility believes they work hard at maintaining the course in good condition. You will never say “We maintain our course poorly to save money,” or to fool the patron by saying 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 cost about \$750. The message it sends is priceless.



### Questions for Review

- 1) How good 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?

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# #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.





# #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?

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# SUCCESS



# #47: Railroad Car as a 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: Golfer Training Device - Balance



### 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?

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# #46: Golfer Training Device - Balance

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

## Why “Best Practice”

The devices, located on the range, assist the golfer to 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 Torstein 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.

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 product 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?



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# SUCCESS



# #45: A pictorial dress code

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

## Why “Best Practice”

Pictures precisely  
communicate  
course policies in  
an appropriate  
manner.



## #44: Logo Hand Towels in Bathroom



### 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?

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SUCCESS

# #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?

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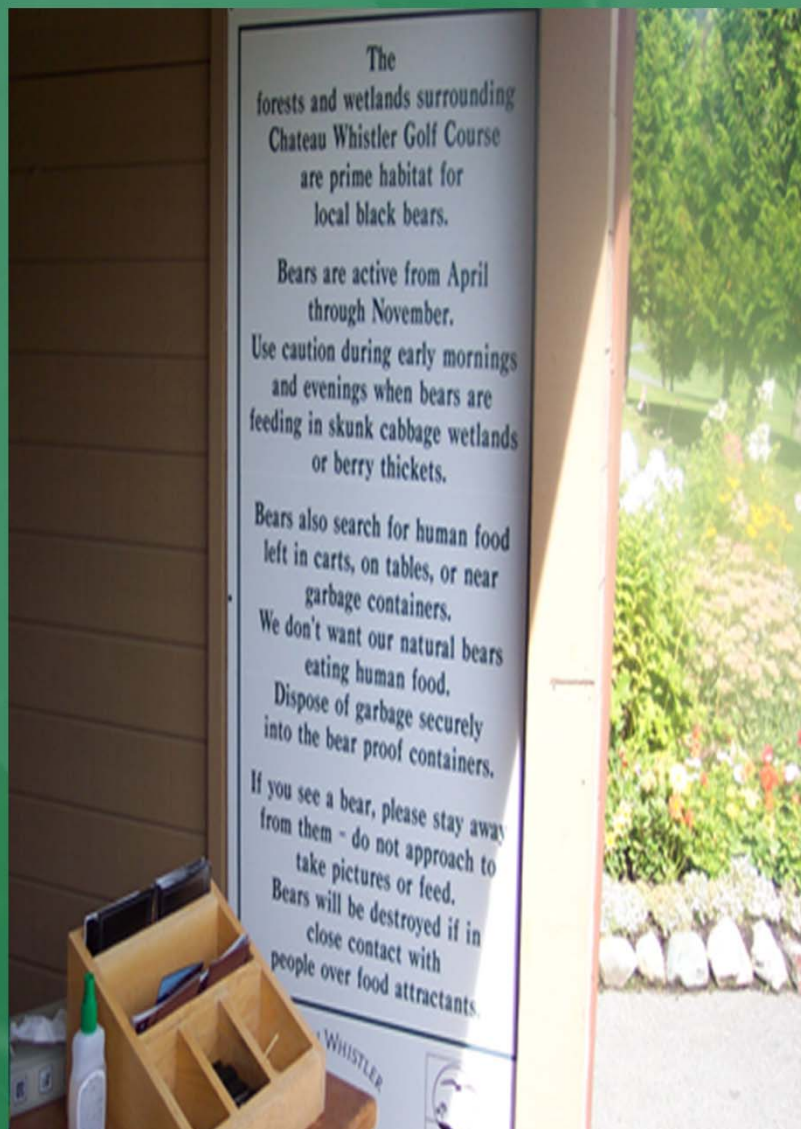
# #43: Signage – appropriately worded

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

## Why “Best Practice”

Respect for wild life  
and the golfer by  
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 why, 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?

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SUCCESS

## #42: Signage – appropriately worded

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

### Why “Best Practice”

Explanation provided of  
“environmental  
stewardship” and the  
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, 4<sup>th</sup> 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?

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# SUCCESS



# #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: The 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?

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SUCCESS

# #40: The Course Mascots

MetroParks  
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 Designated by Ranking



### 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 shirt 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?

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# SUCCESS



# #39: Caddies Designated by Ranking

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

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

## Why “Best Practice”

Subtle message to  
customer regarding  
“service level” 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 is 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 like 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?

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## #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 1<sup>st</sup> 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 golfers come from that play your course? While 95% of your play is probably live with 20 miles, what about the other 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?

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# #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 markers creating a sense the course 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 markers 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?

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# #36: Tee Markers

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



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



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

Why "Best  
Practice"

Recognizes  
entertainment  
value of game.



## #35: Iced Towels on Beverage Carts



### Why Best Practice

Eighty percent 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?

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SUCCESS



# #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 5<sup>th</sup> hole flag?
- 3) Could you rotate flags to highlight upcoming tournaments or special events?



### How and When do you Implement?

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SUCCESS

# #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 your 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?

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# SUCCESS



## #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?

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# SUCCESS

# #32: Christmas Catalog

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

## Why “Best Practice”

Uniqueness of catalog  
for customers and the  
resulting success of the  
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 17<sup>th</sup> 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? Throw them a well designed strategic curve to remember your course by?



## How and When do you Implement?

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# SUCCESS



# #31: A Golf Course with a Theme

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

## Why “Best Practice”

Golf in 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?

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# SUCCESS

# #30: The 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 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 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?

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# SUCCESS



# #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?

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SUCCESS

## #28: Range Yardage Signs

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

### Why “Best Practice”

Helping player  
determine impact of  
altitude on his club  
selection.

This takes so little time  
but conveys that the  
course is precise about  
their service.



# #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 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) What 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



# #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.

The exercise  
device was unique  
and caddies are  
really attentive.



## #26: OSU – Pride in the University



### 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, 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: 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 their 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?



# SUCCESS

## #26: OSU – Pride in the Universityd

Ohio State  
University  
Scarlet  
Course  
Columbus,  
OH  
University:  
\$\$\$

### Why “Best Practice”

Attention to detail.  
Every element of  
experience is  
executed well.





## #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 customers’ 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?

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# SUCCESS



# #25: Hot Pies and Cool Spaces

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

## Why “Best Practice”

First time I saw an  
“oven” on a 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 outing.

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?



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# 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
<b>TOURN LEADER</b>	<b>-17</b>	<b>18</b>
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
T6 McFadden, Team	-11	16
T6 Stockho, Team	-11	17
T8 Jamison, Team	-9	15
T8 Ferney, Team	-9	17
10 Hopkins, Team	-8	17

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LEADERS  
GROSS

TRIP  
ME

NEXT  
TO

POINT  
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## #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?

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# SUCCESS



## #23: Check in and 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 stimulate purchases.

Hot towels at the 14<sup>th</sup> hole tea house are 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 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 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?



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# SUCCESS

## #22: Cowboys Club - Fixed Price Green Fee

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

### Why “Best Practice”

A fixed price green fee where carts, range, food, beverage, gifts are all included is amazing value that has made the 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 requirement for every club. If your course lacks this, you are behind your peers. However, by having a static web site you immediately create the message that you offer just an “average” experience; thereby, creating a negative message at the exactly the wrong time – when the golfer is trying to find a unique experience. Today’s leading web sites offer, at a minimum, the visitor to:

- 1) Book online 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.
- 7) Ability to download pictures from the course in a screen saver.

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?

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# 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 screensaver.

Effective advertising.



## #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?

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# 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<sup>TM</sup>  
GOLF

learn practice play

Wednesday, December 14, 2005

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**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

# #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

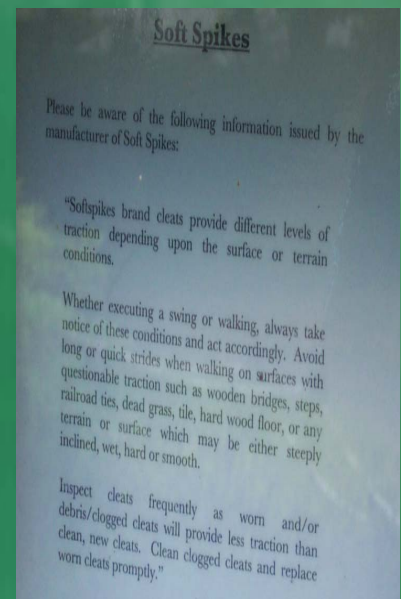


# #18: Novelty, Tradition, Safety

Wentworth GC  
Virginia Water, England  
Commercial  
Green Fee: \$\$\$\$

## 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?

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# SUCCESS

# #17: History - Honoring Jones Grand Slam

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

Bobby Jones' accomplishments featured

## Why "Best Practice"

The history of course is displayed in a 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?

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# 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 these storied venues, they subtly convey that pace of play is important.



# #15: Anticipating Customer Needs



## Why Best Practice

How much should you pay for a round of golf? 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, free 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?

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# SUCCESS



# #15: Anticipating Customer Needs

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

## Why “Best Practice”

The level of customer service was great, heightening the experience and supporting value, from FREE “bottled water” on the driving range and in the carts, to FREE “tees” on the driving range to well informed caddies.



# #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?

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# SUCCESS

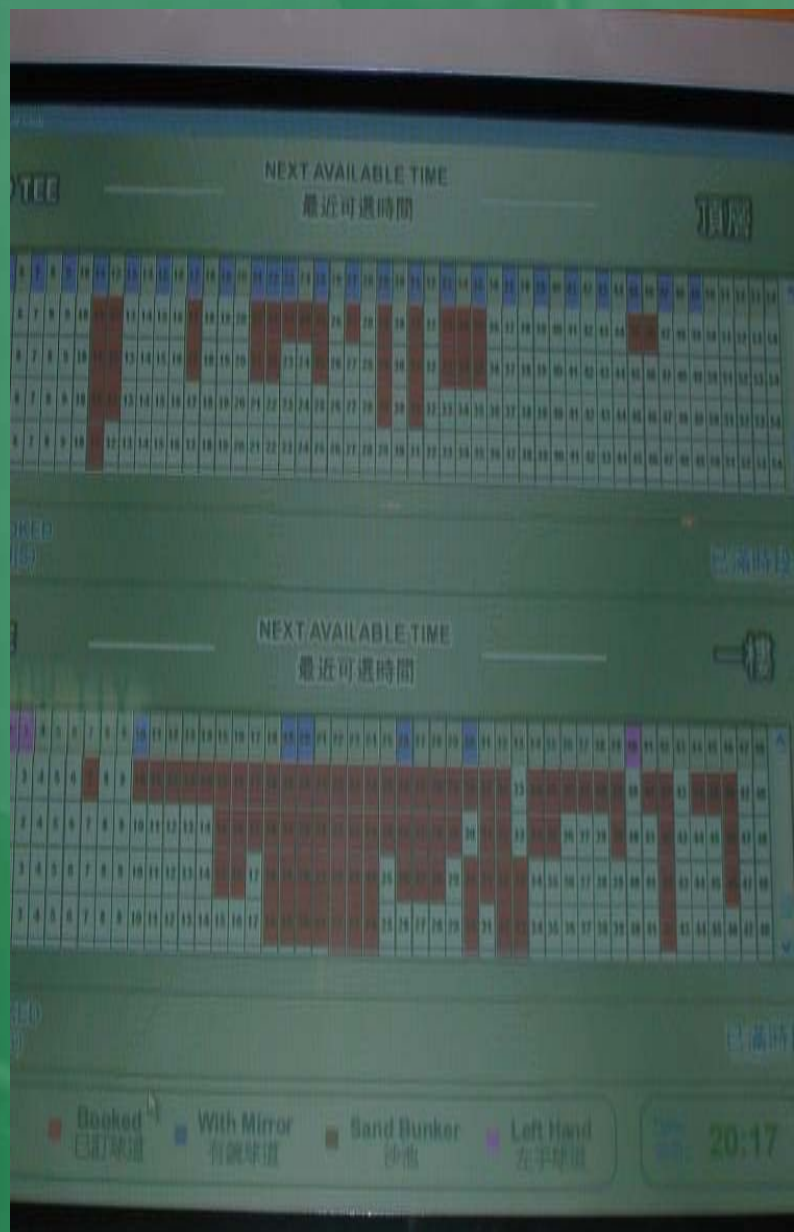


## #14: Double Decker Driving Range

Range – Downtown  
Hong Kong  
China  
Fee: By the Hour

## Why “Best Practice”

Customers are giving information so that they can “serve themselves.”



## #13: Admin. Offices Sign at Pro Shop Entry



### Why Best Practice

Shakespeare stated in "'As You Like It", Act 2 scene 7"

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...

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 lack of self help books 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 appearing before guests?



### How and When do you Implement?

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SUCCESS

## #13: Admin. Offices Sign at Pro Shop Entry

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

### Why “Best Practice”

Recognizing the importance of positive interaction to create a value experience.



# #12: Easy Customer Data Collection Tool



## Why Best Practice

If Pareto's principle 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?

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# SUCCESS



# #12: Easy Customer Data Collection Tool

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

## Why “Best Practice”

Effective method to  
gain valuable  
customer  
demographic  
information in a non  
obtrusive way by  
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 of donating balls to junior golf is one such winner. With shag bags no longer in vogue, every golfer has 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 they do not offer great customer service?
- Can everyone be correct?

## How and When do you Implement?



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# SUCCESS

# #11: Engaging Customers

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

## Why “Best Practice”

Today’s current information on the golf course is placed over daily local newspaper when delivered to the room. What an effective way to communicate efficiently with customer.

Donating golf balls to junior golf is an engaging form of charity.



# #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.

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 statutes 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 owners has your course had?
- 3) Prior to being a golf course, what purpose did the land serve?



## How and When do you Implement?

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# SUCCESS



# #10: History and Tradition

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

## Why “Best Practice”

These statutes 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 stay 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 have 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?

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# SUCCESS



## #9: Pace of Play, History and 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?

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SUCCESS



## #8: Grand Clubhouses

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



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



### Why “Best Practice”

These edifices create the message that the facilities are 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 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?

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# SUCCESS

## #7: Carts on Tracks – Remote Controlled

Naruo CC  
Osaki, Japan  
Private Club

Why “Best  
Practice”

Uniqueness,  
safety and  
course  
conditioning  
as a 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 municipal 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?

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# SUCCESS



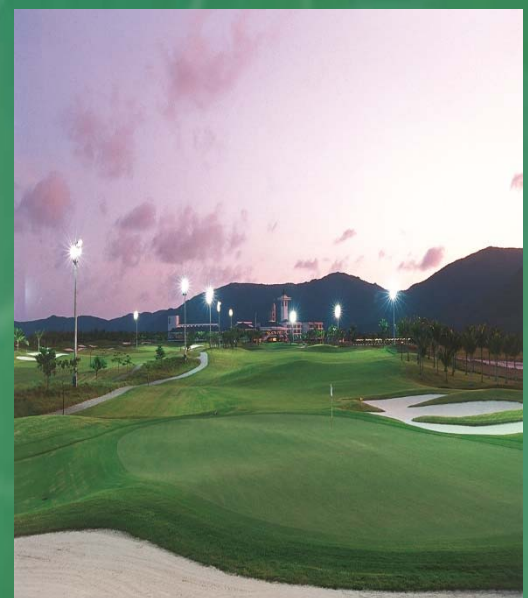
## #6: Smart Cards, Service and Internet

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



### Why "Best Practice"

Increasing internet awareness is smart taking flower garden to other "advertising" opportunities.



## #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 isn't that embarrassing to be fitted for a 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 and 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 could assist your to customer comply with rules 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?

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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 within 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?

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SUCCESS



## #4: Integrating Culture into the Game

Anyang Benest  
Seoul, Korea  
Private Club  
Green Fee: \$\$\$

### 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?

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SUCCESS

# #3: Integrating Culture in the Game

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?

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# SUCCESS



## #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 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?

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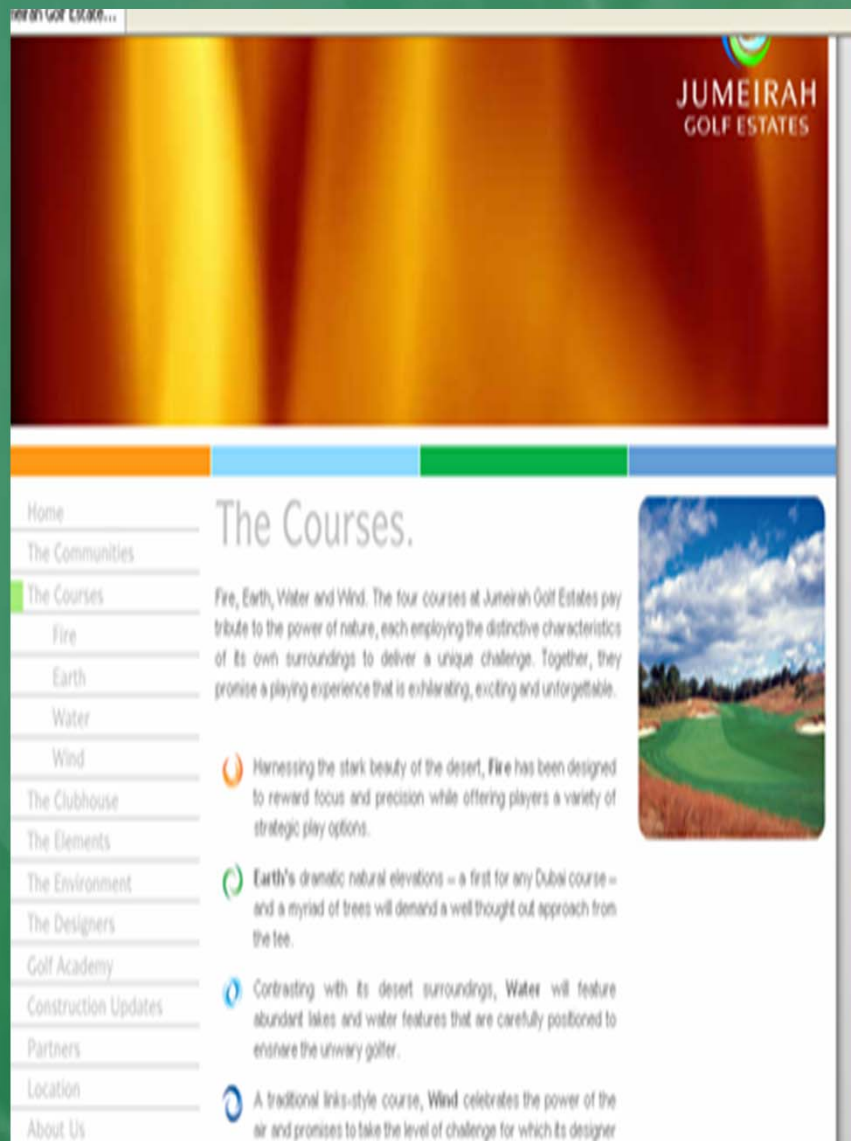
# SUCCESS

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

Jumeirah Golf Estates  
Dubai, UAE  
Resort

## Why “Best Practice”

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



# *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."

