

First Impressions:

The Tour Guide: J. J. Keegan



Am I Am Qualified To Speak ... As Your Customer?



- Stayed at and played top 100 resorts (Golf Digest).
- Played all gold, silver and bronze courses (Golf Magazine).
- Played 87 of the top 100 public (Golf Magazine).
- Played 61 of the top 100 in US (Golf Digest).
- Played 42 of the top 100 international courses.
- Stayed at Augusta, played Pine Valley, Pebble Beach, Merion.
- 3.7 frequent flyer miles on UAL visiting golf courses during the past 20 years.

Agenda



- What do customers see that managers don't?
- What are benchmarks for our review?
- The ten worst practices I saw in 1998
- The top 50 management practices in 1998

Johari's Windows: Reflects the Soul

	Known to Self	Unknown to Self
Known to Others	Open	Blind
Unknown to Others	Hidden (Private)	Unknown (Subconscious)

Johari's Windows: Reflects the Soul

	Known to Self	Unknown to Self
Known to Others	Open	Blind: Today's Journey
Unknown to Others	Hidden (Private)	Unknown (Subconscious)

How Do I Determine Which Courses I Play?



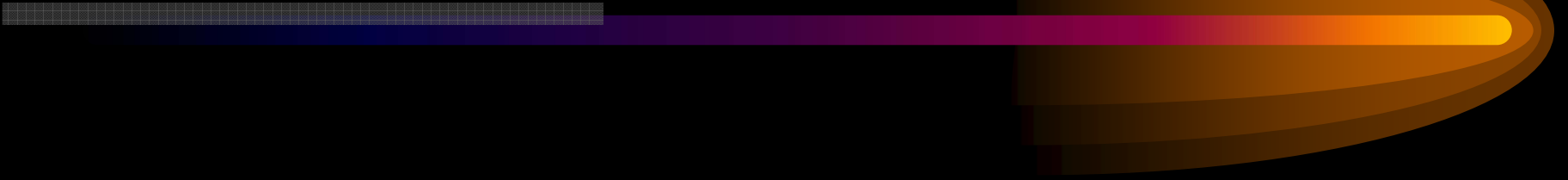
- Word of Mouth from “Respected Friends”
- National ranking in Golf Digest or Golf
- Yellow pages
- Literature at airport
- Literature at kiosk in hotel
- Phone listing on hotel phone
- Concierge
- Billboards
- Local referrals

The Experience Is Measured by



- | | |
|---------------------------------|-----|
| 1. Cost | 72% |
| 2. Course conditions | 69% |
| 3. Availability of tee times | 68% |
| 4. Closeness to home | 44% |
| 5. Speed of play | 38% |
| 6. Course design | 33% |
| 7. Difficulty of the course | 20% |
| 8. Ability score well | 18% |
| 9. Golf shop quality/service | 9% |
| 10. Restaurant food/service | 5% |
| 11. Grounds are well-maintained | 2% |
| 12. Name designer of course | 2% |

The Tour Begins:



Tempting Them to Come..

World Golf Village
Augustine, FL
Daily Fee
Green Fee: \$50
Lower Right



Seducing

Hyatt Hill Country
San Antonio, TX
Resort
Green Fee: \$80
Lower Left



Or Even Challenging

Stoneybrook
Naples, FL
Private
Guest Fee: \$45
Top Left



Let Them Know They Are on Track ..

Oglebay Resort
Wheeling, WVA
Green Fee: \$65
Resort



Then Guiding ..

Ocean County
Atlantis, NJ
Municipal
Green Fee: \$20
Left



Jekyll Island
Jekyll Island, GA
Municipal
Green Fee: \$75
Right



Helping ..

Swope Park
Kansas City, KS
Municipal
Green Fee: \$20
Left



Know Where to Turn ..

Brown Deer
Milwaukee, WI
Municipal
Green Fee: \$50
Right



Impressing On Arrival..

Morgan Creek

Surrey, BC

Daily Fee

Green Fee: \$50

Left

Pohlcat

Mt. Pleasant, MI

Daily Fee

Green Fee: \$50

Middle

Hyatt Hill Country

San Antonio, TX

Resort

Green Fee: \$80

Right



Even “Muny’s Can Extend an Impressive Welcome

Stonebridge
Rome, GA
Municipal
Green Fee: \$25
Left



Bobby Jones
Sarasota, FL
Municipal
Green Fee: \$25
Right



Directing ..

World Golf Village
Augustine, FL
Daily Fee
Green Fee: \$50
Left



The Reserve
Daily Fee
Green Fee: \$12
Palm Beach, FL
Right



Making A Statement With Trophies

TPC Stadium Course
Ponte Vedre, FL
Resort
Green Fee: \$125



With Flags

TPC Stadium Course
Ponte Vedre, FL
Resort
Green Fee: \$125



Flowers

Nob North
Dalton, GA
Municipal
Green Fee: \$20



By the Bag Drop

Wigwam
Litchfield Park
Resort
Green Fee: \$80



And Unique Sculptures..

Disney World
Bonnet Creek
Resort
Green Fee: \$110



In a Pond..

Kissing Camels
Colorado Springs, CO
Private
Guest Fee: \$50



Or Wood Carvings..

Fox Hills
Auburn, MI
Daily Fee
Green Fee: \$145



The First Time Visitor Is Nervous Take Control..

Badland
Las Vegas, NV
Daily Fee
Green Fee: \$95
Right



Have People Available to Inform

Painted Desert
Tempe, AZ
Daily Fee
Green Fee: \$50



To Answer Questions..

Painted Desert
Tempe, AZ
Daily Fee
Green Fee: \$50



In Uniforms With Name Tags

Hidden Valley
Norco, Ca
Daily Fee
Green Fee: \$65



Make Them Feel at Home..

Blue Heron Pines
Galloway, NJ
Daily Fee
Green Fee: \$80



During the Holidays..

Hidden Valley
Norco, CA
Daily Fee
Green Fee: \$65



Let Them Know This Is Also A Retail Store.

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



That We Have Fun..

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



Even at Municipalities..

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



And Don't Take Ourselves Too Seriously?

Fox Hills
Auburn, MI
October, 98
Daily Fee
Green Fee: \$45



Have Plenty of Staff

Gallagher's Canyon
Okanogan, BC
Daily Fee
Green Fee: \$35



What about Goodies? Like Bag Tags..

40 Different Courses
All Types
Usually Free



Are Popular Internationally Too..

12 Different Courses
5 Different Countries
Never Free



Or Ball Mark Repair Tools..

6 Different Courses
All Types
Usually Free



Or Tees..

Hyatt Hill Country
San Antonio, TX
Resort
Green Fee: \$90



Or a Little of Everything..

Eagle Ridge: South
Course
Galena, IL
Resort:
Green Fee: \$65



Provide Lockers to Change

Brown Deer GC
Milwaukee, WI
Municipal
Green Fee: \$50



Their Spikes

Hidden Valley
Norco, CA
Daily Fee
Green Fee: \$65



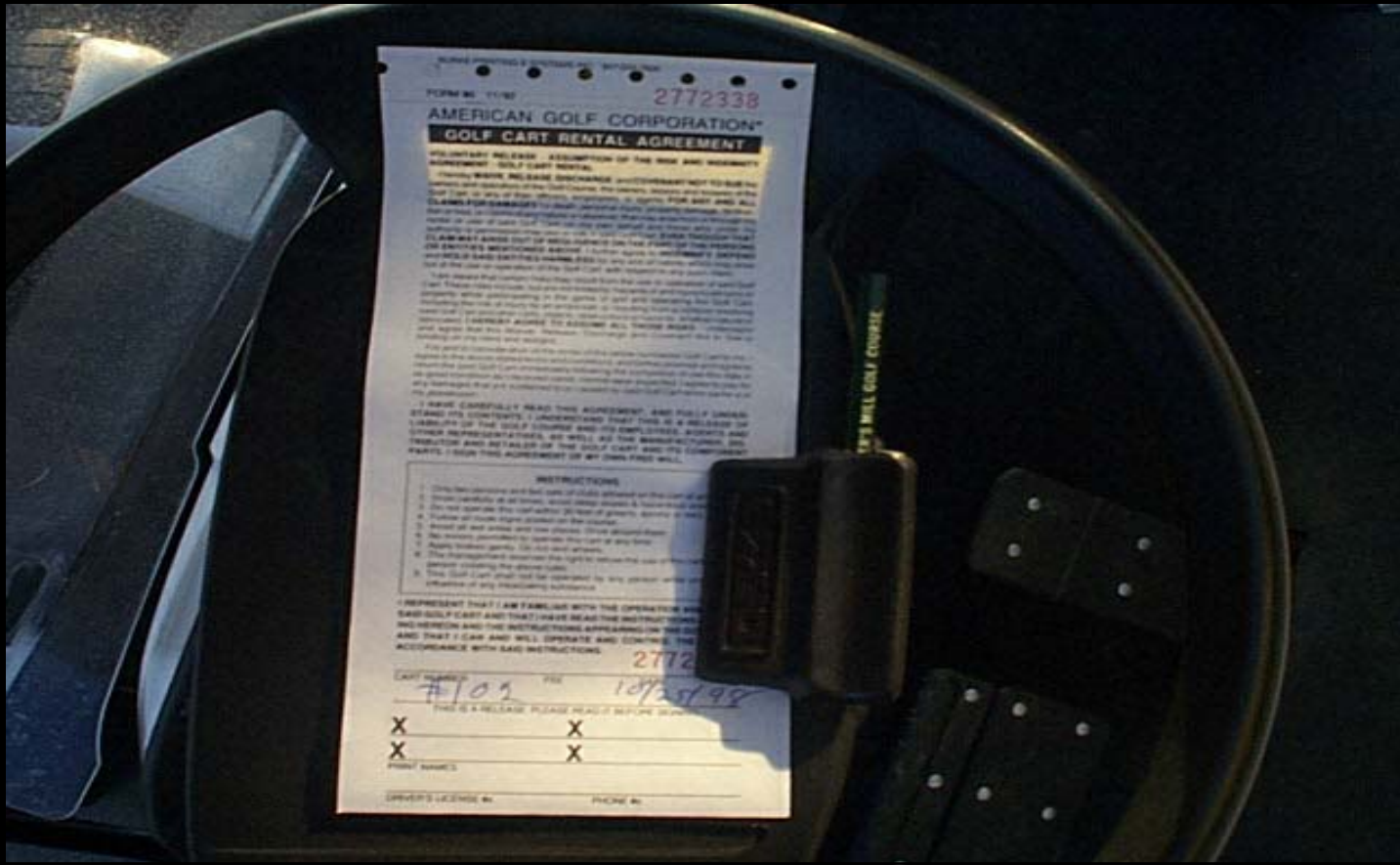
And Freshen Up?

Saddle Rock G.C.
Aurora, CO
Municipal
Green Fee: \$27



Have the Paperwork Ready..

Fowlers Mill
Chesterfield, OH
Daily Fee
Green Fee: \$45



Give Towels..

Stonehouse GC
Williamsburg, VA
Daily Fee
Green Fee: \$80



Seed Mix, Ice Buckets

Hyatt Hill Country
San Antonio, TX
Resort
Green Fee: \$90



Yardage Books

Fox Creek
Bloomington, IL
Municipal
Green Fee: \$25



Or Range Finders..

Sand Barrens
Avalon, NJ
Daily Fee
Green Fee: \$95



Even Better, GPS..

Cooks Creek
Columbus, OH
Daily Fee
Green Fee: \$45



Rain Protection Is a Real Bonus

Stonebridge
Rome, GA
Municipal
Green Fee: \$25



Give Them a Way to Communicate Their Food Needs

Stonehouse GC
Williamsburg, VA
Daily Fee
Green Fee: \$80



When They Go to the Range, Differentiate Yourself

Hyatt Hill CC
San Antonio, TX
Resort
Green Fee: \$90



Free Balls?

Whistling Straits
Kohler, WI
Resort
Green Fee: \$200



Or With Logos

Hyatt Hill Country
San Antonio, TX
Resort
Green Fee: \$80



A Clock Is a Great Idea

Milwaukee CC
Milwaukee, WI
Private:
Guest Fee: \$80
72th Best Private



Organize Their Practice

Hidden Valley
Norco, CA
Daily Fee
Green Fee: \$65



Shows That Range Conditions Matter

Milwaukee CC
Milwaukee, WI
Private
Guest Fee: \$80
72th Best Private



Have Club Cleaners

Hyatt Hill CC
San Antonio, TX
Resort
Green Fee: \$90



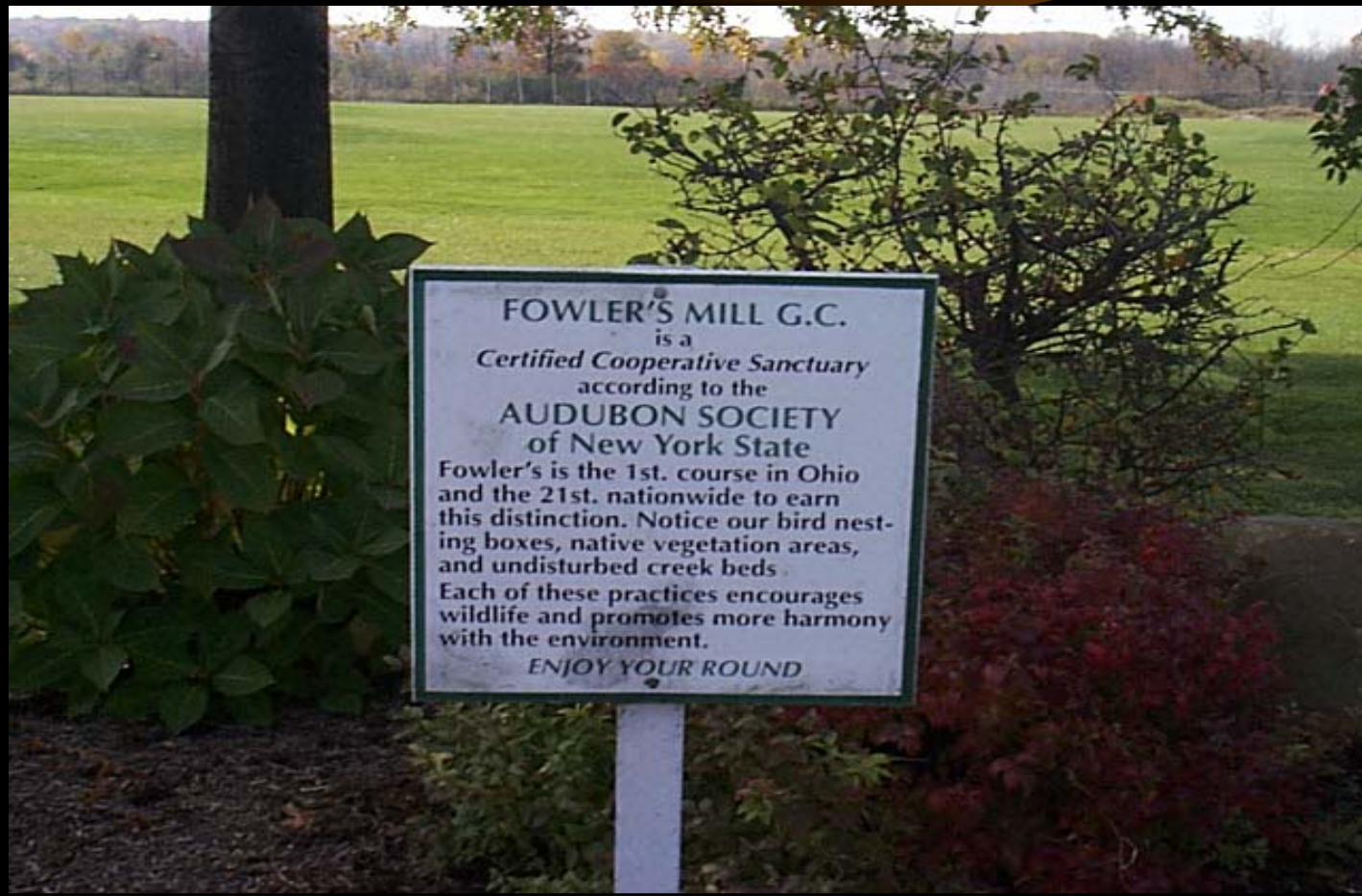
And A Way To Clean Their Spikes

Hidden Valley
Norco, CA
Daily Fee
Green Fee: \$65



As They Go to the 1st Tee

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



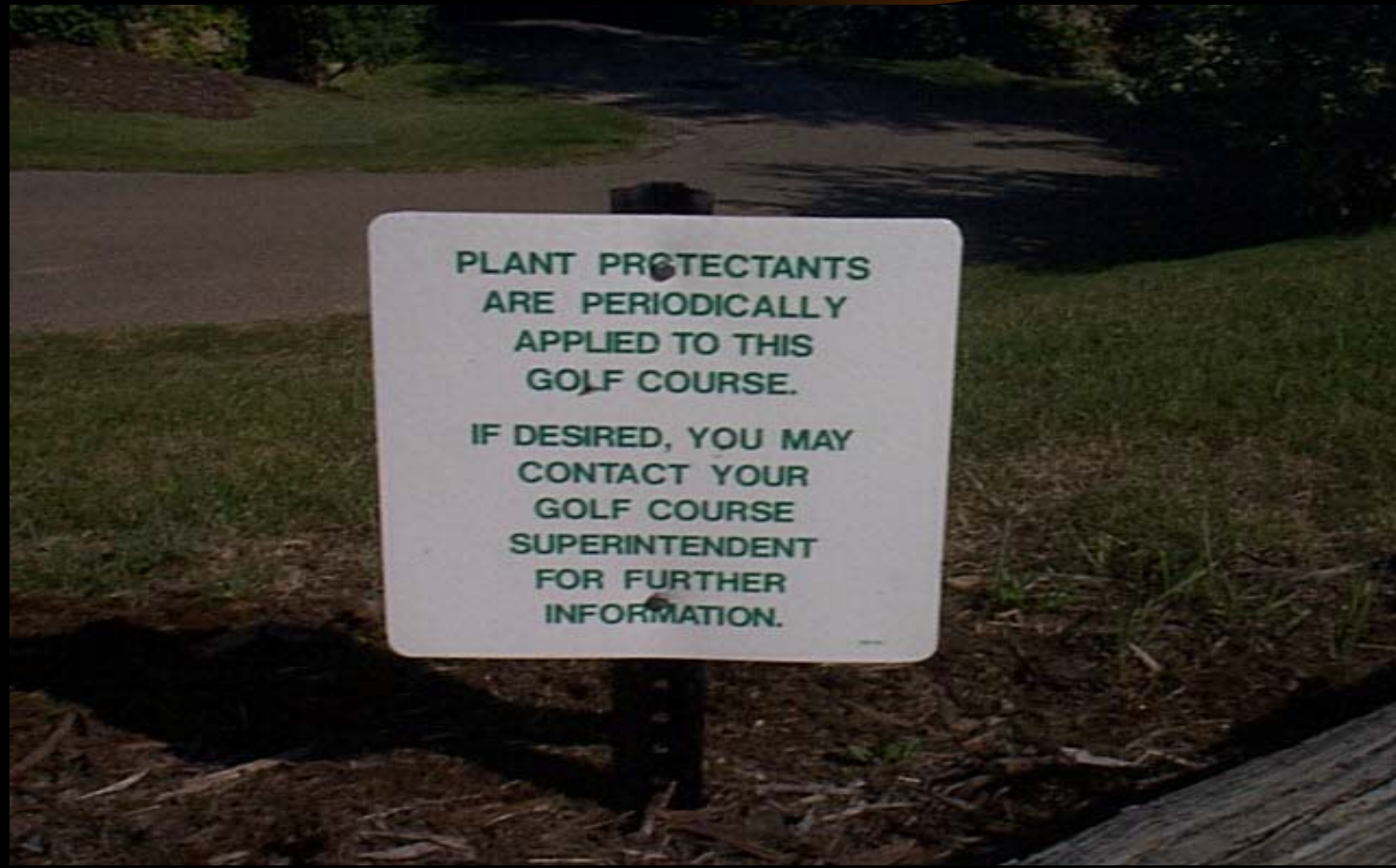
Advise

Hidden Valley
Norco, CA
Daily Fee
Green Fee: \$65



Educate

The General
Galena, IL
North Course
Resort
Green Fee: \$50



Inform

Hidden Valley
Norco, CA
Daily Fee
Green Fee: \$65



To Clean Their Spikes?

Lake Padden GC
Bellingham, WA
September, 98
Green Fee: \$90



Before They “Walk” on *YOUR* Grass?



Castle Pines GC
Castle Rock, CO
Very Private
Guest Fee:
If You Need
To Ask You Can't Afford It

Please Clean The Grass Off Of Your Shoes
Before You Walk On Our Grass.

We Pride Ourselves In The Condition Of Our Course
And the Absence of Poa Annua on our Greens

Another Chance for Staff to Educate

Kissing Camels
Colorado Springs, CO
Private
Guest Fee: \$50



About Course Conditions

Gleneagles CC
Ft. Lauderdale, FL
Private
Guest Fee: \$50



With Personal Service

Hidden Valley
Norco, CA
Daily Fee
Green Fee: \$65



By Showing Them Course Grooming Matters

Hidden Valley
Norco, CA
Daily Fee
Green Fee: \$65



Having Caddies Sets the Images

Whistling Straits
Kohler, WI
Resort
Green Fee: \$200



Or Colorful Bushes

Riverview Highlands
Detroit, MI
Municipal
Green Fee: \$25



Or Trees

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



Or On the Course..

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



Or When They Finish

Brown Deer
Milwaukee, WI
Municipal
Green Fee: \$50



Define Your Expectations

Riverway G.C.
Burnaby, BC
Municipal
Green Fee: \$25



BLACK TEES	MEN	0-5 HANDICAP
BLUE TEES	MEN	6-15 HANDICAP
WHITE TEES	MEN	16-30 HANDICAP
	LADIES	9 HANDICAP & UNDER
RED TEES	MEN	30 HANDICAP & OVER
	LADIES	10 HANDICAP & OVER

With Pace of Play Clocks

Harvest G.C.
Okanogan, BC
Daily Fee
Green Fee: \$50



And Dress?

USAF
Colorado Springs, CO
Military
Green Fee: \$25



Layout the Challenges

19th Hole
Okanogan, BC
Putting Course
Green Fee: \$8



About How Much to Bite Off:

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



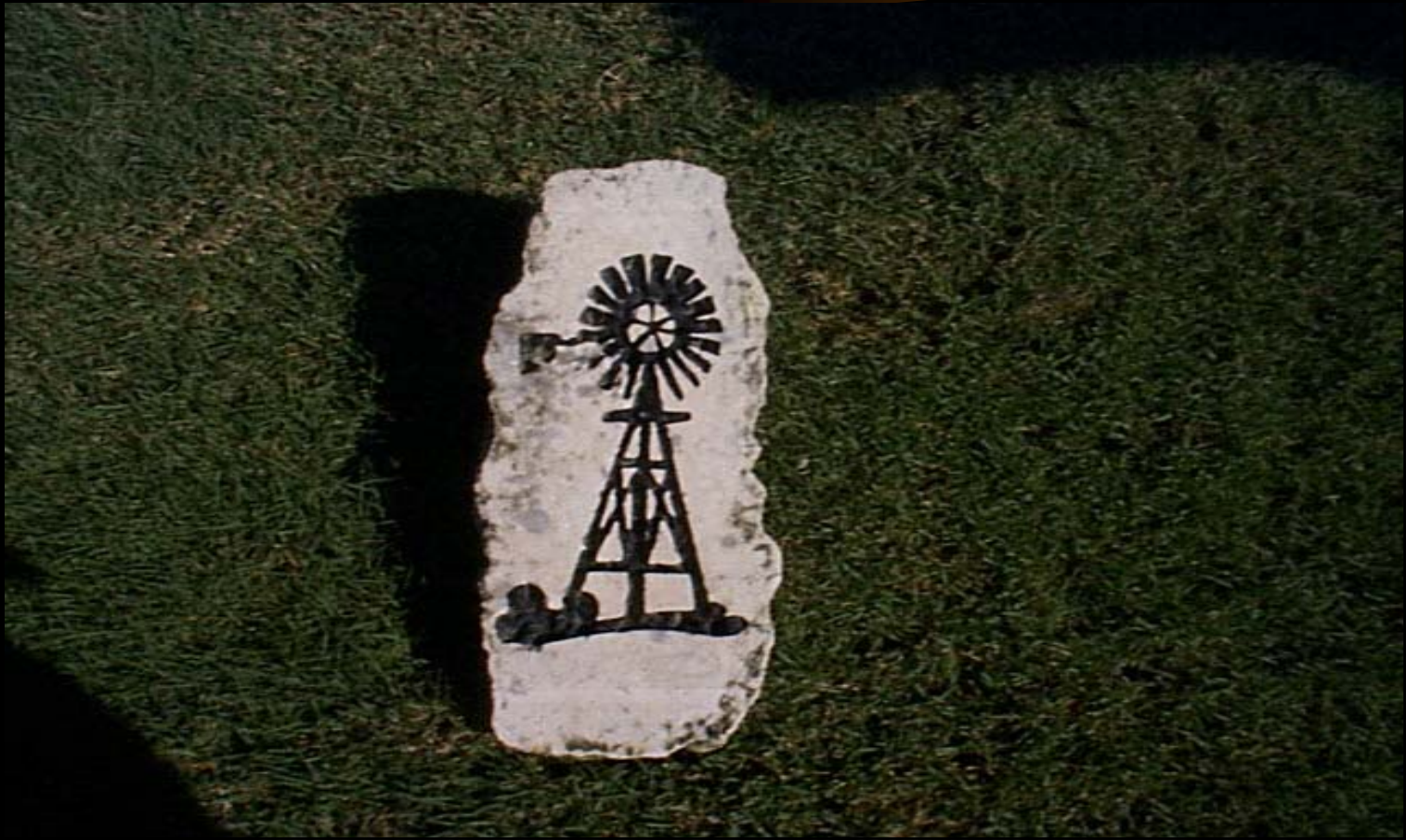
With Tee Marker Signs:

Nicklaus North
Whistler, BC
Resort
Green Fee: \$80



That Are Different:

Hyatt Hill Country
San Antonio, TX
Resort
Green Fee: \$80



Get Them Started:

Binder Park
Municipal
Municipal
Green Fee: \$15



With Tee Markers:

Cerromar
Puerto Rico
Resort
Green Fee: \$65



Let Them Know When the Group Is Out of the Way

Binder Park
Jackson, MI
Daily Fee
Green Fee: \$15



Or Have Cleared a Blind Landing

Binder Park
Jackson, MI
Municipal
Green Fee: \$15



As They Near the Green: Sort Of

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



How Far Are They.. Frame The Hole..

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



With Plants

Dorado Beach
Dorado, Puerto Rico
Resort
Green Fee: \$100



Feed Them Grub

Angel Park
Putting Course
Las Vegas, NV
October, 98
Green Fee: \$10



Have Youth Paint the Tunnels

Cerromar Resort
Puerto Rico
Resort
Green Fee: \$65



At the Turn: No Half Way Here?

The Harvest Club
Okanogan, BC
September, 98
Daily Fee
Green Fee: \$40



Steep Hills: Astro Turf

Stonehouse GC
Williamsburg, VA
December, 98
Daily Fee
Green Fee: \$80



A Way to Break the Bets – A Putting Course?

19th Hole
Okanagan, BC
Putting Course
Green Fee: \$10



With Yardage Markers..

Hawk Hollow
Bath, MI
Daily Fee
Green Fee: \$7



Steep Hills and Water Hazards Add Too the Excitement..

Hawk Hollow
Bath, MI
Daily Fee
Green Fee: \$7



But Let Them Know Your Course..

Wigwam
Litchfield Park, AZ
Resort
Green Fee: \$80



And Your Clubhouse Are Winners?

Hidden Valley
Norco, CA
Daily Fee
Green Fee: \$65



That You Have Been Trained?

Wigwam
Litchfield Park
December, 98
Green Fee: \$80



After the Round: Tempt Them

Brown Deer
Milwaukee, WI
Municipal
Green Fee: \$50



To Eat

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



To Relax

Morgan Creek
Surrey, BC
Daily Fee
Green Fee: \$40



By Waterfalls

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



Or Better Yet: Shop?

Predicator's Ridge
Okanogan, BC
Daily Fee
Green Fee: \$25



And Shop?

Mangrove Bay
St. Petersburg, FL
Municipal
Green Fee: \$25



Till They Drop..

Nob North
Dalton, GA
Municipal
Green Fee: \$25



While You Clean Their Clubs?

Wigwam Resort
Litchfield Park, AZ
Resort
Green Fee: \$80



And Thank Them for Coming?

Binder Park
Jackson, MI
November, 98
Green Fee: \$15



Like I Now Thank You:
I Hope You Enjoyed the Tour:



J. J. Keegan, Rainmaker

