2015
Best Management Practices
A Photo Essay

JJKeegan+
ASTUTE INSIGHTS • MEANINGFUL VALUE



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Our Goal is to Provide Astute Insights that Create Meaningful Value for You To Have a Fabulous 2016

DID YOU KNOW



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2015 Best Management Practices

Why Publish the Best Practices?

Golf at its most basic form is entertainment and directly competes for a customer's leisure dollar. There are 24.8 million individuals who play about 430 million rounds annually.

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

While the economy has recovered from the 2008 – 2012 recession, we have seen more golf courses close than open since 2006. Creating value for your customers has become essential.

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

Thus, the fifty (50) customers who pay in excess of $3,000 annually to play your facility, the fifteen percent of customers that generate 60% of a course's revenue and with the realization that less than 7,500 distinct individuals visit a course annually, each of these customers and their loyalty to your facility is a valuable commodity to your franchise.

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

From working at a facility daily, you become anesthetized to what you do well and to those items that really aren't up to your standards but you accept they will get fixed - "some day." This essay was published to "refresh" your own perspective by looking at the practices of others so that you can gain new ideas for your own facility.

Are these the really "Top 50 Best Management Practices"

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

The 50 "Best" Management Practices really represent different observations made over the past five years since we last published a photo essay of the Best Management Practices. Courses highlighted were located in ten different countries (parenthesis highlights number of courses selected): Australia (2) Canada (8), China (2), Estonia (1), Finland (1), Korea (2), Mexico (4), Sweden (1) Thailand (1), United States (29).

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What You Will Learn and How You Will Benefit

While some of the practices displayed are prohibitive by culture, by recurring cost, by limited capital budgets or by practicality, golf as a business does not start on the 1st and end on the 18th green. In connecting the "dots" of the individual components in the "assembly line" on offering 1 individual 1 round of golf, the manufacturing process starts long before the golfer arrives and should end long after they depart. We often think of the components of golf operations as a series of unrelated activities. Hopefully, this manual will change that mindset.

From reading this material, you will glean the following:

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

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To assist you in this process, the manual has been organized as a workbook which includes:
Index of the 50 Best Practices along with the estimated cost to implement
For each photograph, an explanation is provided of why the standard noted was unique.
Questions to stimulate your thinking along with space to "take notes" to compare with your peers your own creative ideas for your course.

What Next?

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

JJKeegan+ offers a comprehensive "Facility Evaluation" in which we use a 250 point check list to benchmark your facility. From the time we arrive at the airport to when we depart your facility, we are mindful of the brand message you are creating in contrast to your competitor. You will receive an extensive report, a "score" for your facility – all of which will be communicated in an interactive session. You will see photographs of your course and your competitions'; and in a meeting with your entire staff, they will depart energized and ready to take your customer service a higher level which will positively impact your bottom line.

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

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Caveats to This Presentation

1. This represents our 5th Presentation of the Best Management Practices, which started in 2001.

2. With each update, we try to incorporate 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.

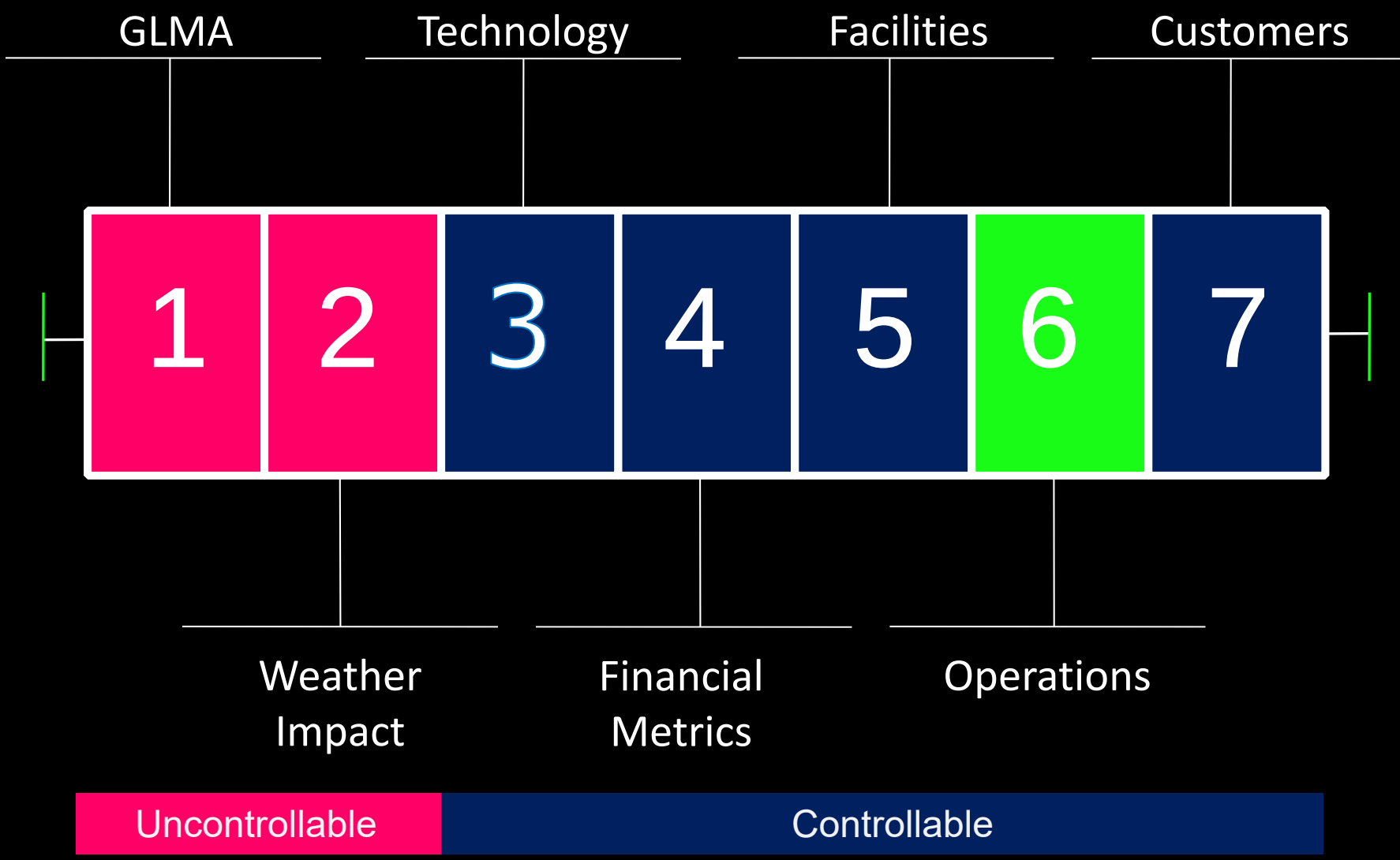
5. While a picture is worth a 1,000 thousand words, many of the pictures taken do not necessarily reflect how the golf course is delivering the service noted by the photograph. If you have any questions, please call. I would be glad to elaborate on why I was impressed with the service noted.

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 2016 golf season.

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The Golf Convergence 7 Step Process to Financial Success



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6

The brand is defined by the experience up to 14 customer touch points in the “assembly line of golf”

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The Assembly Line of Golf

Touch Point	Municipal	Daily Fee	Military	Resort	Private Club
Reservations					
Club Entrance					
Bag Drop					
Locker Room					
Pro Shop					
Cart					
Range					
Starter					
Course					
Beverage Cart Attendant					
Half Way House					
Cart Return					
Locker Room					
Bar/Restaurant					
Likely # of Points of Contact	9	11	9	12	14

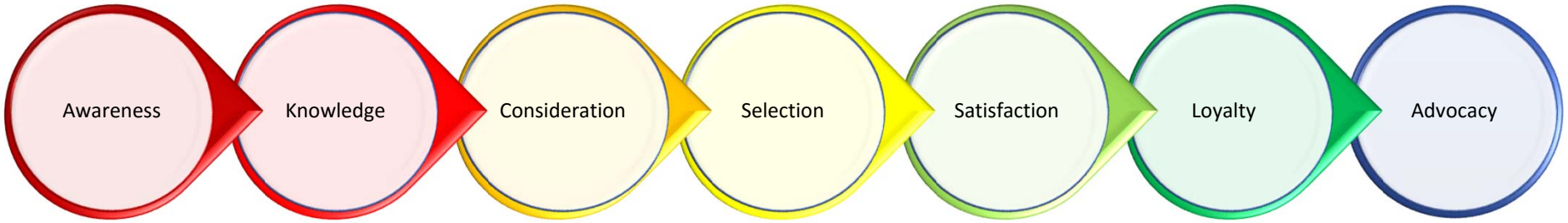
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Creating a Sustaining Brand

Pre-Purchase

Purchase

Post Purchase



Drivers The Influence Customer Loyalty

- ✓ Word of Mouth
- ✓ Email Communication
- ✓ Corporate Web Site
- ✓ Social Media

- ✓ Condition
- ✓ Course Layout
- ✓ Price
- ✓ Brand Image

- ✓ Customer Experience
- ✓ Compliant Resolution
- ✓ Customer Surveys
- ✓ Staff Interaction

©2015 JJ Keegan+

Tuusula, Helsinki, Finland – Fee $$

The flagsticks on all Par 3 have centimeters annotated saving labor on closest to the pin contests



©2015 JJ Keegan+

Canadian Rockies Golf Courses - Fee $$

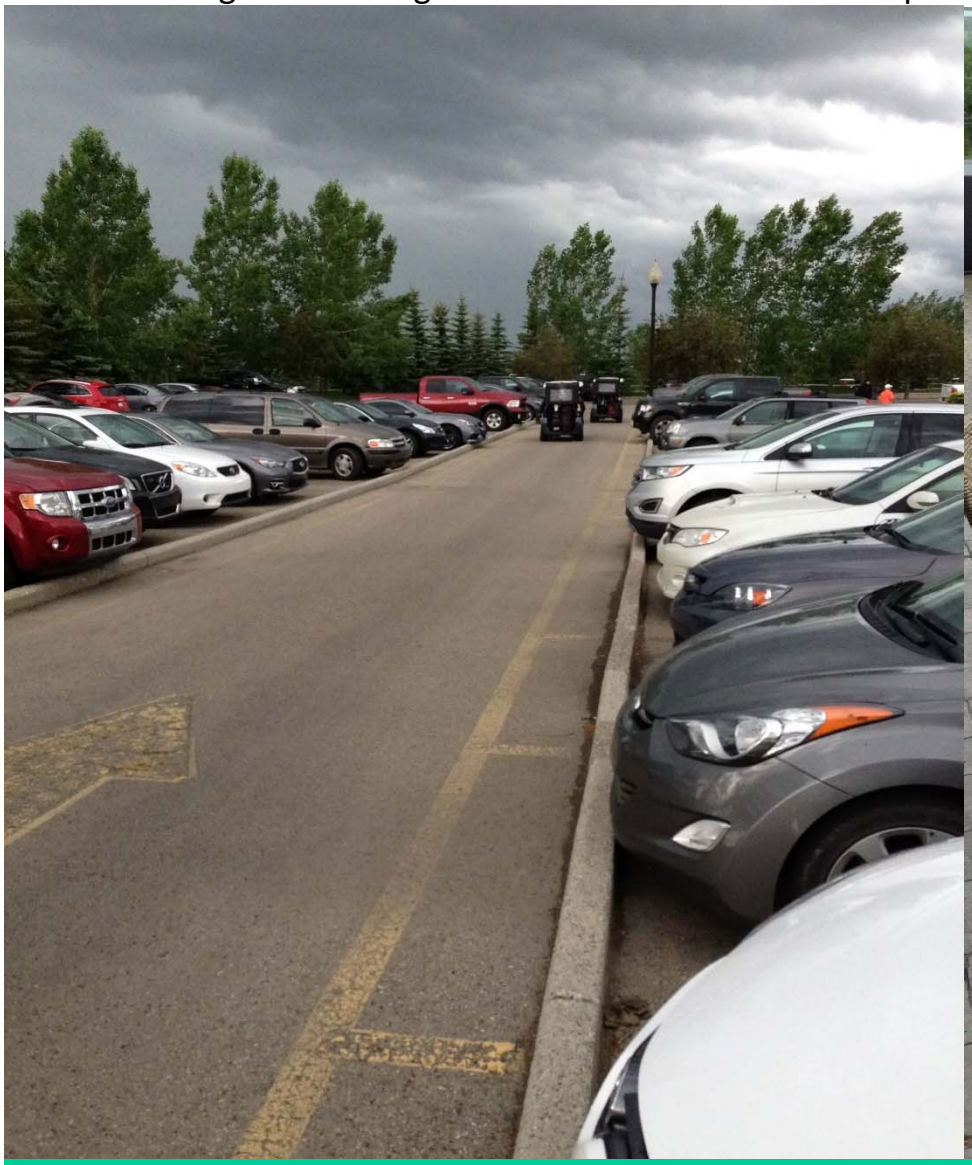
A common item, a pencil, has been turned into a form of advertising encouraging online reservations



©2015 JJ Keegan+

Lynx Ridge - Canada - Fee $$

What makes this practice interesting is that the parking was created with spaces for the golf carts to safely go from the 18th green to the golfer's car. Also noted that fire pits have certainly become popular on outside decks.





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Quivera, Mexico – Fee $$$$$

Stunning Vista from Snack Bar perched high above the Pacific Ocean has golfers leaving logo balls in the cracks of the mountain while drinking complimentary tequila shooters.







©2015 JJ Keegan+

Sandpines, Oregon – Fee $$

Ad in North Bend Airport that is used as primary landing spot for all those who are headed to Bandon Dunes. Another course, Bandon Crossing has sign advertising sign on road to Bandon Dunes



©2015 JJ Keegan+

Mauna Kea, Hawaii – Fee $$$$$
History remembered on celebrated Par 3 Third Hole





©2015 JJ Keegan+

Purgatory Golf Club, Indiana - Fee $$

A challenging course that understands that golf is about entertaining the customer. An Indiana University grad, his loyalty transcends to the color of the carts and the balls signed by visiting dignitaries. Who could resist the club throwing contest?



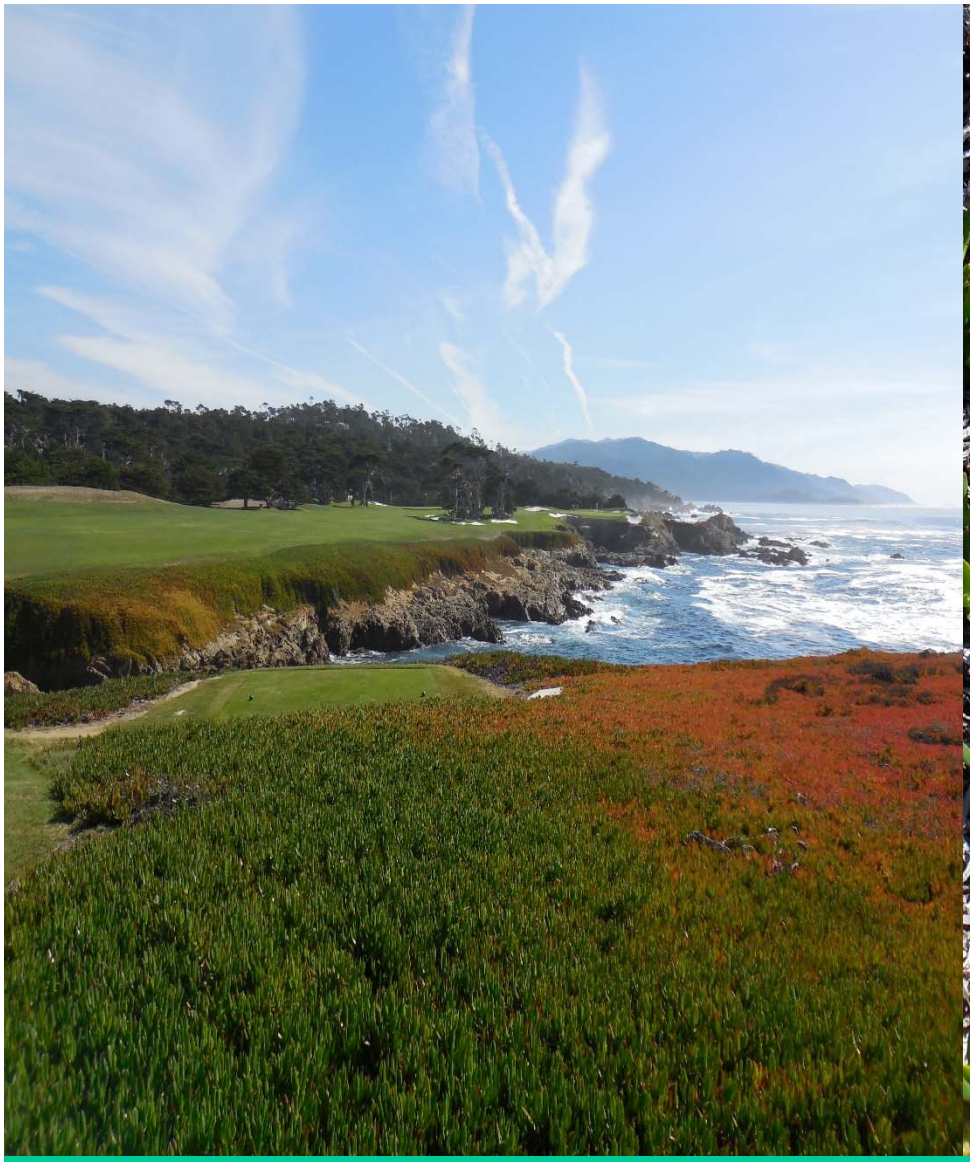




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Cypress Point Golf Links, California – Fee $$$$$

Plague Suggesting Golfers Take a Moment to Appreciate the View Frames the Special Experience the Course Offers





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Pradera Golf Club, Colorado – Fee $$

A Sundial As You Enter the Bag Drop and Ball Cups with Course Logo Are Distinctive





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Castle Pines Golf Club, Colorado – Fee $$$$$

The legendary milkshake made famous by Tour Players, Members, and Guests alike. The course is good; the shakes are great.



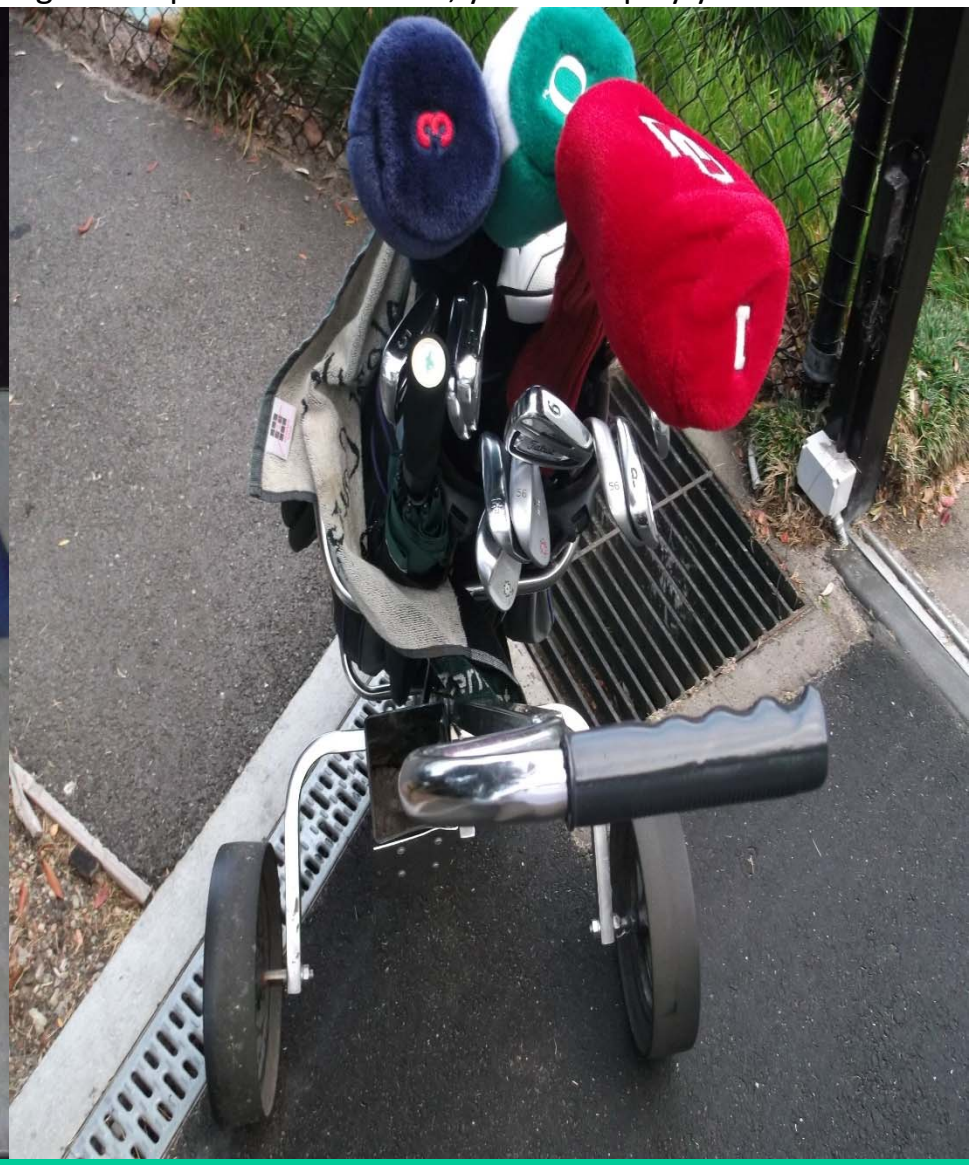
©2015 JJ Keegan+

Royal Melbourne, Australia – Fee $$$$

Interestingly, the locker room provides supply to shine your shoes.

The “buggy” contains dirt/sand/seed mix that by stepping on the peddle on the cart, you can replay your divot





©2015 JJ Keegan+

Cabo del Sol – Fee $$$$$

Complimentary Fish Tacos at the Turn. While the bamboo house is gone, this tasty treat remains at a golf course undergoing enhancements to ensure it remains among the best in the world.



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Great Life Golf // Fitness – 25 Locations – Observed in Sioux Falls, SD - Fee $$

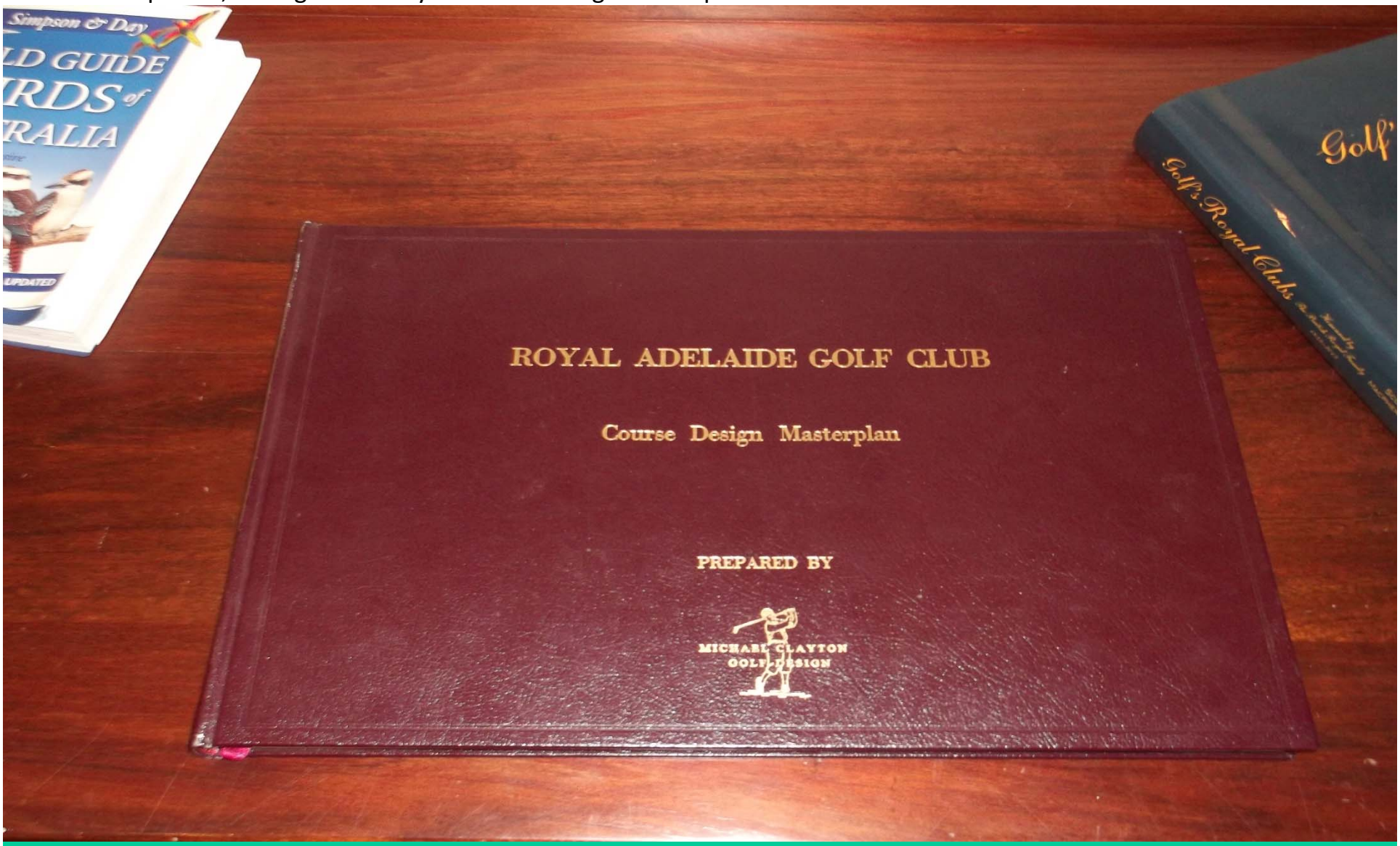
A monthly membership that includes access to many golf course in a regional market combined with fitness has produced a winner in the Nebraska/ South Dakota marketplaces



©2015 JJ Keegan+

Royal Adelaide – Fee $$$

From the Queen and King's picture at the lobby entrance to an impressive lobby where the course's history is captured, having the facility's "Course Design Masterplan" shown a continued commitment to excellence



©2015 JJ Keegan+

Avery Ranch, Austin, Texas – Fee $$$

J. L. Lewis, a winner of two PGA Tour Events, is conducting a junior class. What was interesting to watch was the exercise program the young aspirants were given to warm up at the beginning of the class.

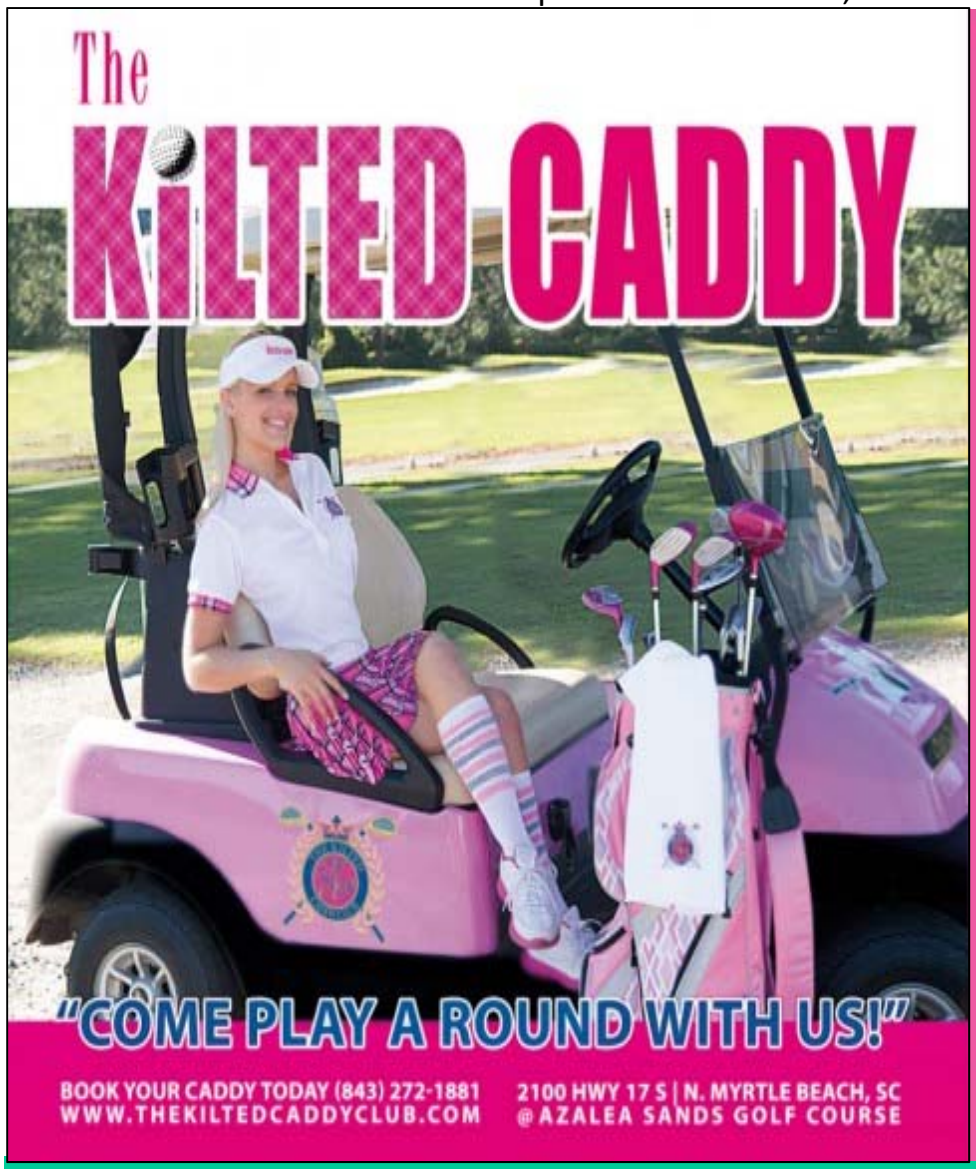


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Azalea Sand Golf Course = Fee $$$

We great hesitancy I include these recent advertisements.

The expression is “sex sells,” but does it have a place at a golf course?

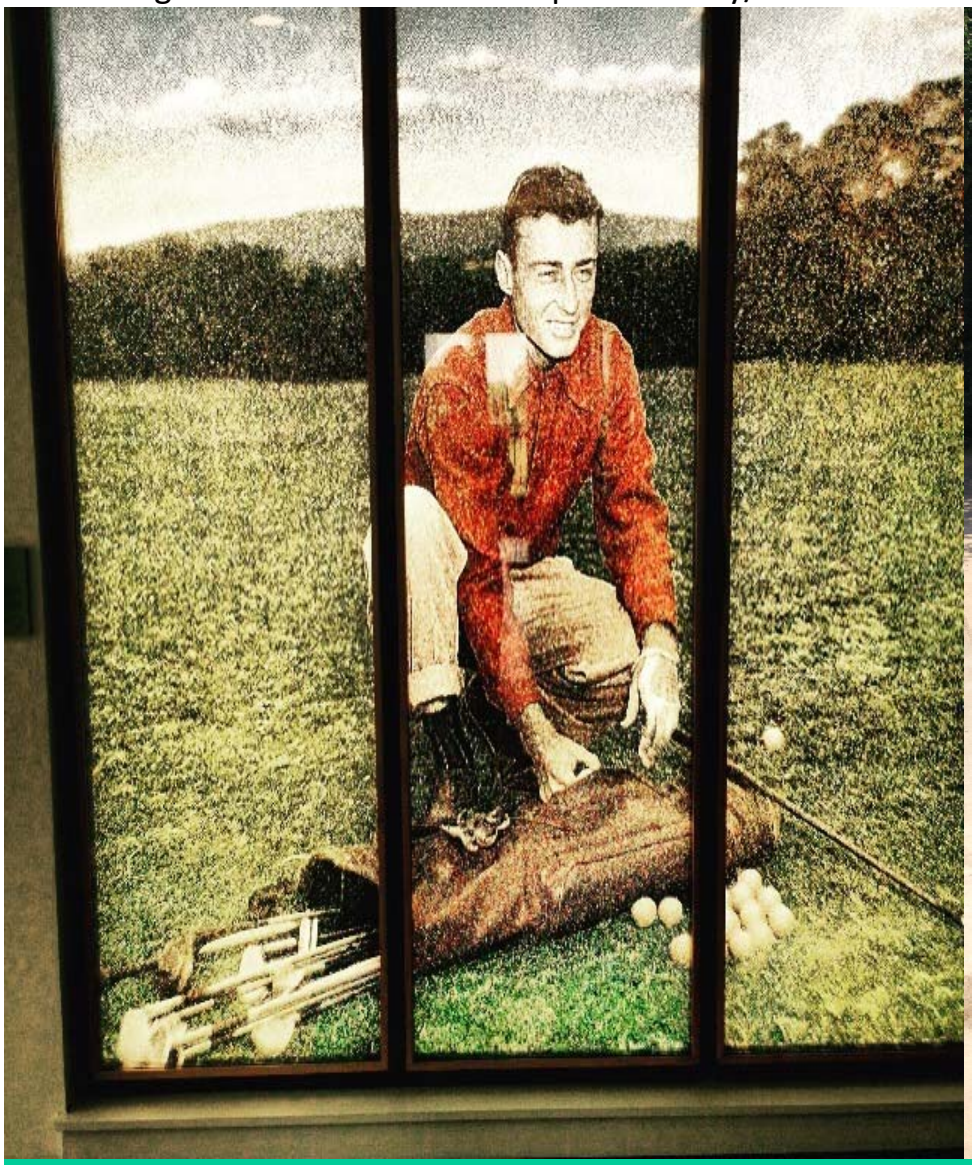




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City of Austin Golf Courses: Morris William and Clay/Kizer = Fee $

The pointillist graphic art of Morris Williams with a plague nearby of his accomplishments adorn the clubhouse where rocking chairs abound. The sculpture at Clay/Kizer indicates the City is doing unique things to enhance the experience.





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Estonia Golf and Country Club, Estonia – Fee $$$

This former communist country is very capitalistic oriented at this burgeoning resort/residential complex with a course to be designed by Annika Sorenstam





©2015 JJ Keegan+

Golf Club at Bear Dance – Fee $$$

When checking in, golfers are given pagers to provide them notice when they are scheduled for the first tee. I really like this as it providers the golf the opportunity to practice without wondering if are they up.



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McKenzie Meadows, Canada – Fee $$

A creative use of trash receptacles. Each one has a different advertisement of the services and programs offered at this Calgary golf course.



©2015 JJ Keegan+

Coal Creek, Colorado - Fee $

The recent flooding in the Boulder area in September of 2013 lead to a FEMA supported renovation of the golf course by Herfort Norby. They completely rebranded the facility with a mining them and auctioned first day tee times.



©2015 JJ Keegan+

Hualalai Golf Course – Hawaii – Fee $$$$

A delightful ocean side round at this fabulous Four Season Resorts ends with a mango scented towel and often the Hawaiian shaka greeting for welcome.



©2015 JJ Keegan+

Trickle Creek, Canada – Fee $$

This 18 hole course in Canmore provides stunning vistas and offers an 11 hole round. The 11th hole, pictured below, is a 180 yard par 3 which chairs for golfers to relax after the round and enjoy the marvelous scenery.



©2015 JJ Keegan+

Oneida Nation – Thornberry Creek – Fee $$

This resort golf course has entered into a marketing agreement with the famed Green Bay Packers. The theme is carried throughout the entire course and the "Oneida Nation" is also at the famed home of the Packers Lambeau Field







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Colorado Golf Club – Fee $$$$$

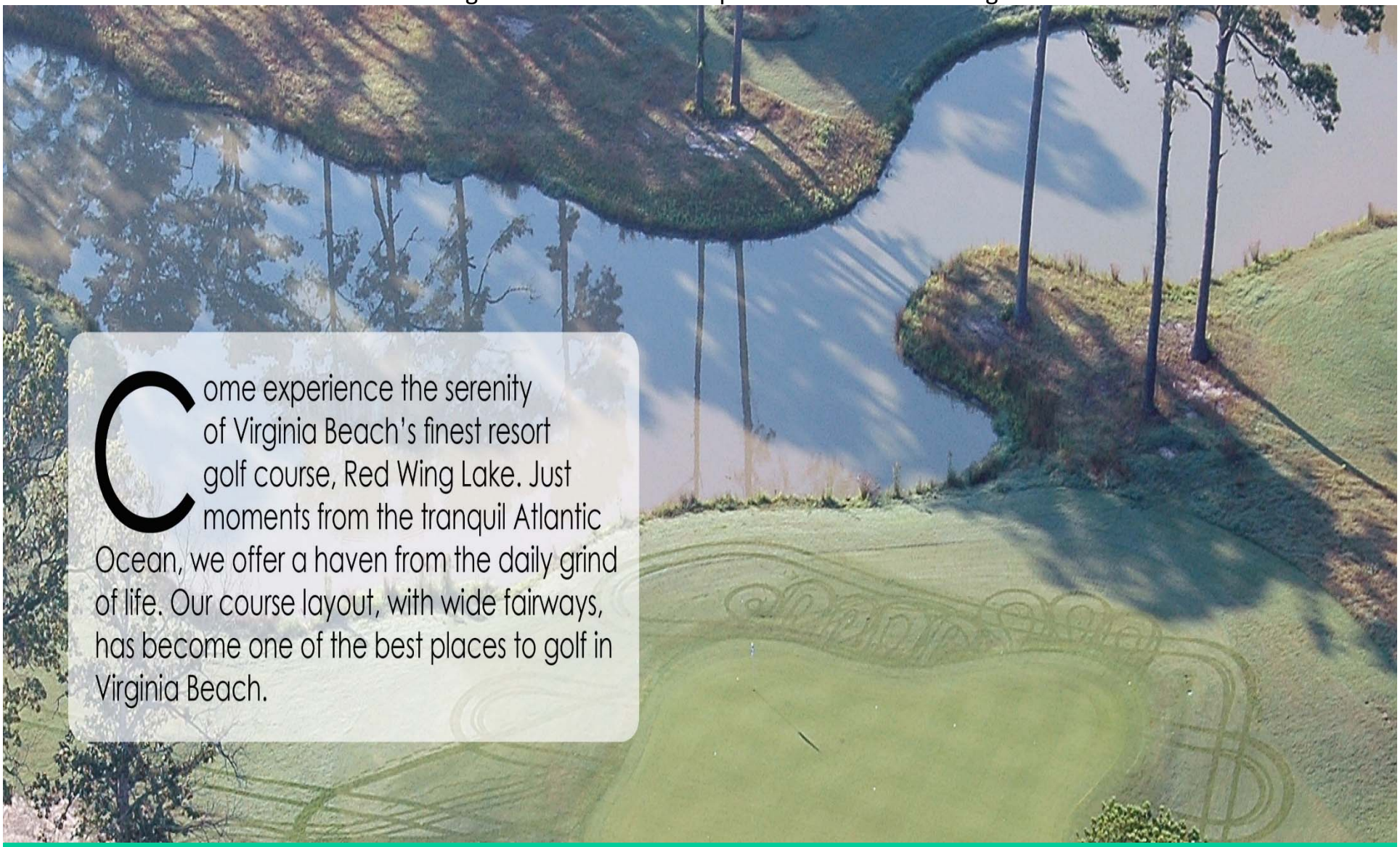
This exclusive private club, home of the 2013 Solheim and the 2010 Senior PGA Championship, allows members to enter their #s to unlock a refrigerator at the 5th and 13th hole holes. There accounts are automatically charged.



©2015 JJ Keegan+

Red Wing Lake, Virginia - Fee $$

Implementing the concepts of Simon Sinek's Why? How? What? this progressive course has come up with a great why statement to attract and retain golfers. Note that the picture reflects that the greens are walked mowed.



©2015 JJ Keegan+

Querencia, Mexico – Fee $$$$$

This Tom Fazio golf course pampers members with spectacular infinity pools, spa services, and a barber shop. The attention to creating a comprehensive experience is impressive.



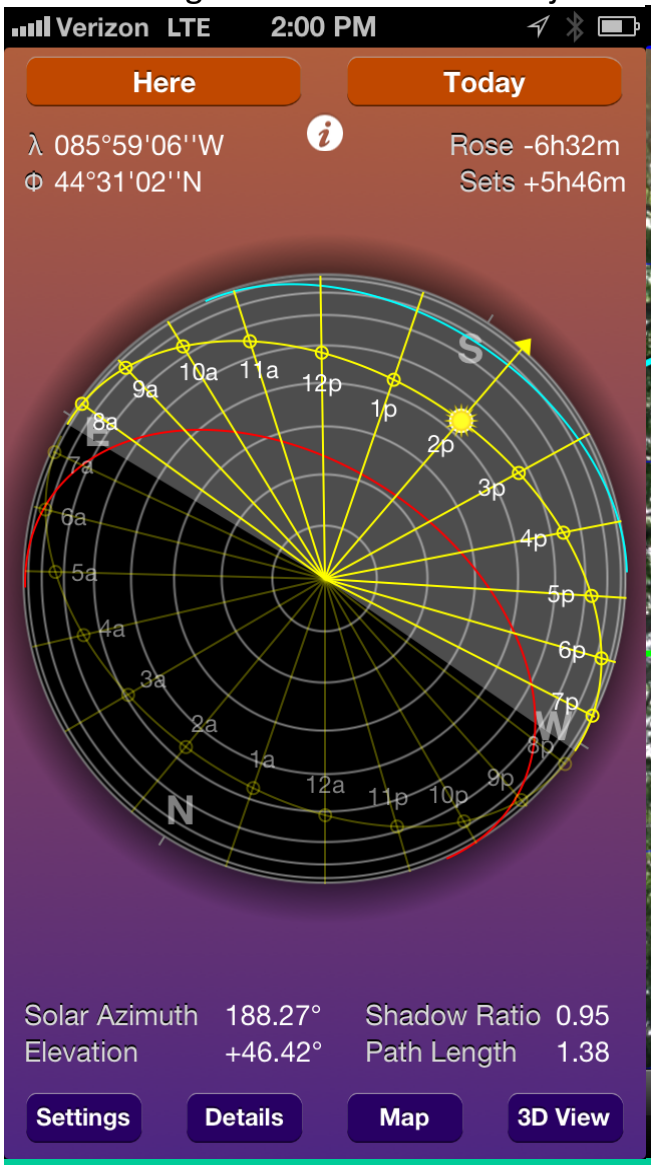


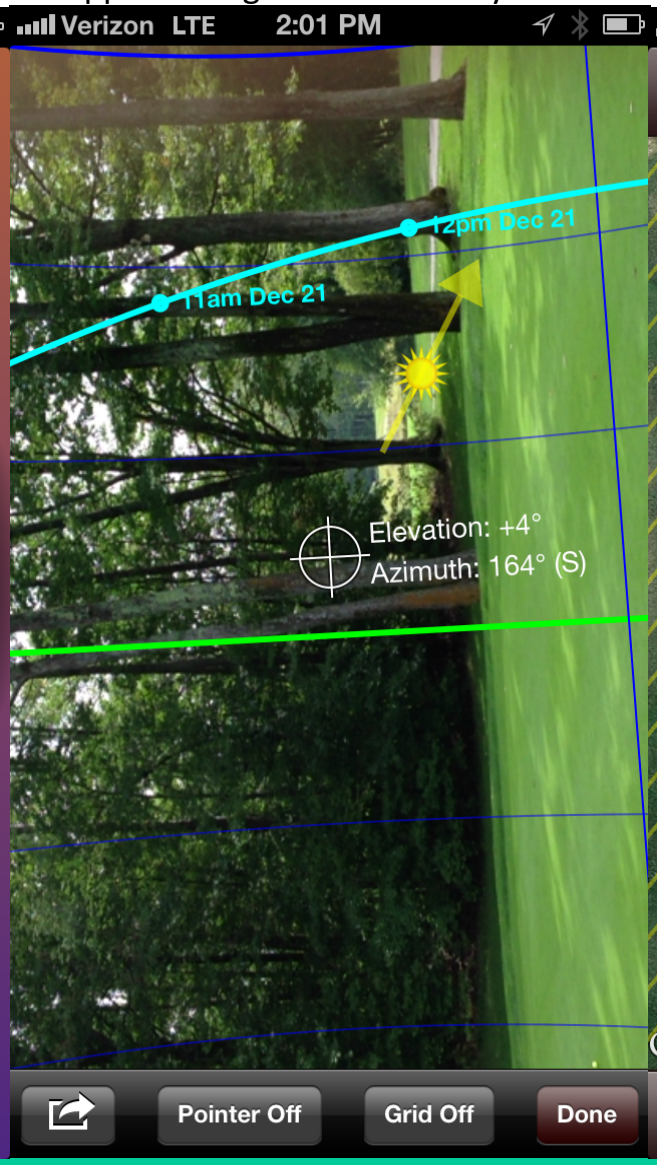


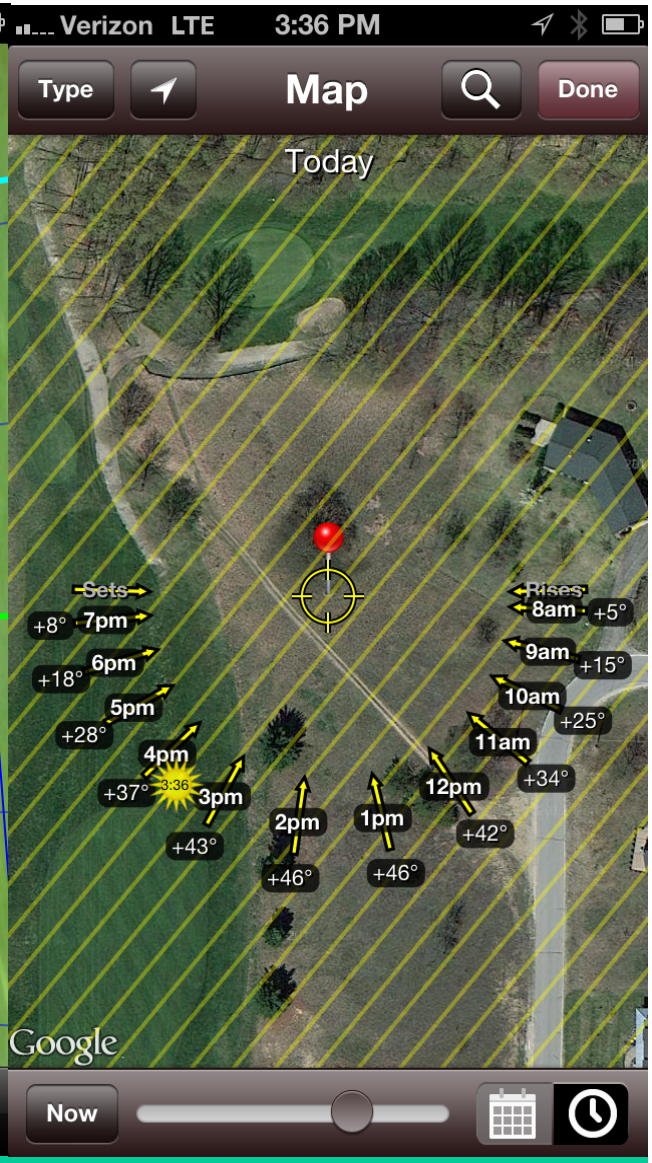
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Iphone Application – Used by Leading Superintendents and Architects Frequently – Fee $$$

Sun is a primary factor that ensures turf health quality. Trees, while adored by many, can adversely course conditions. Removing trees is a sensitive subject. This application guides to identify those trees that should be trimmed or removed





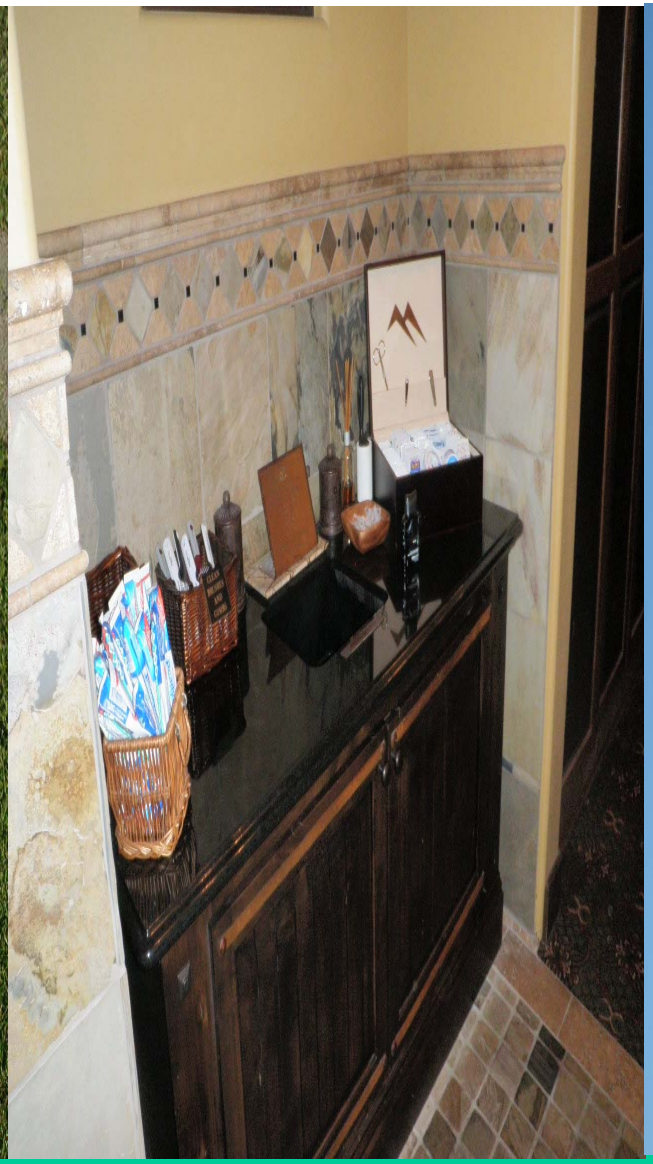


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Pine Canyon, Arizona – Fee $$$$$

From an impeccable set up range with a unique arrangement of tees, to a locker room with many amenities, this Arizona course features a Bald Eagles nest in the middle of the 2nd hole.



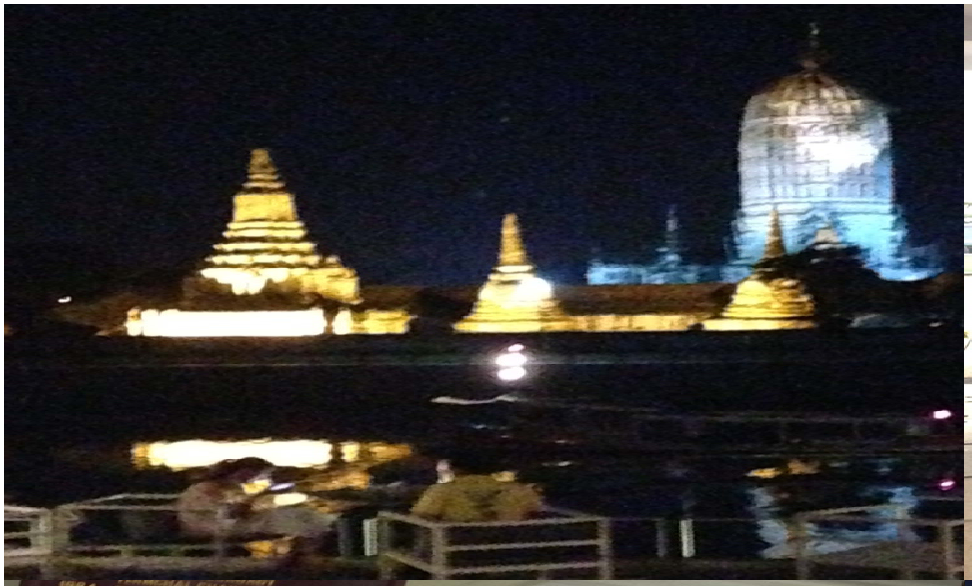




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Royal Bangkok Sports Club – Fee $$$

In the heart of the City, this private club is located inside a racetrack. Besides caddie, a "swimmer" with a long bamboo pipe joins your group to dive into the moats to retrieve one's golf ball. Advocating member's Like on this private club on Facebook is interesting.









©2015 JJ Keegan+

Eagle Ranch Resort, Canada – Fee $$$

Located outside the main dining area, this Club has inventively created a giant play area for kids featuring Frisbee, snag golf, footgolf, etc. While the parents are dining, they can observe their kids alleviating need for sitters.

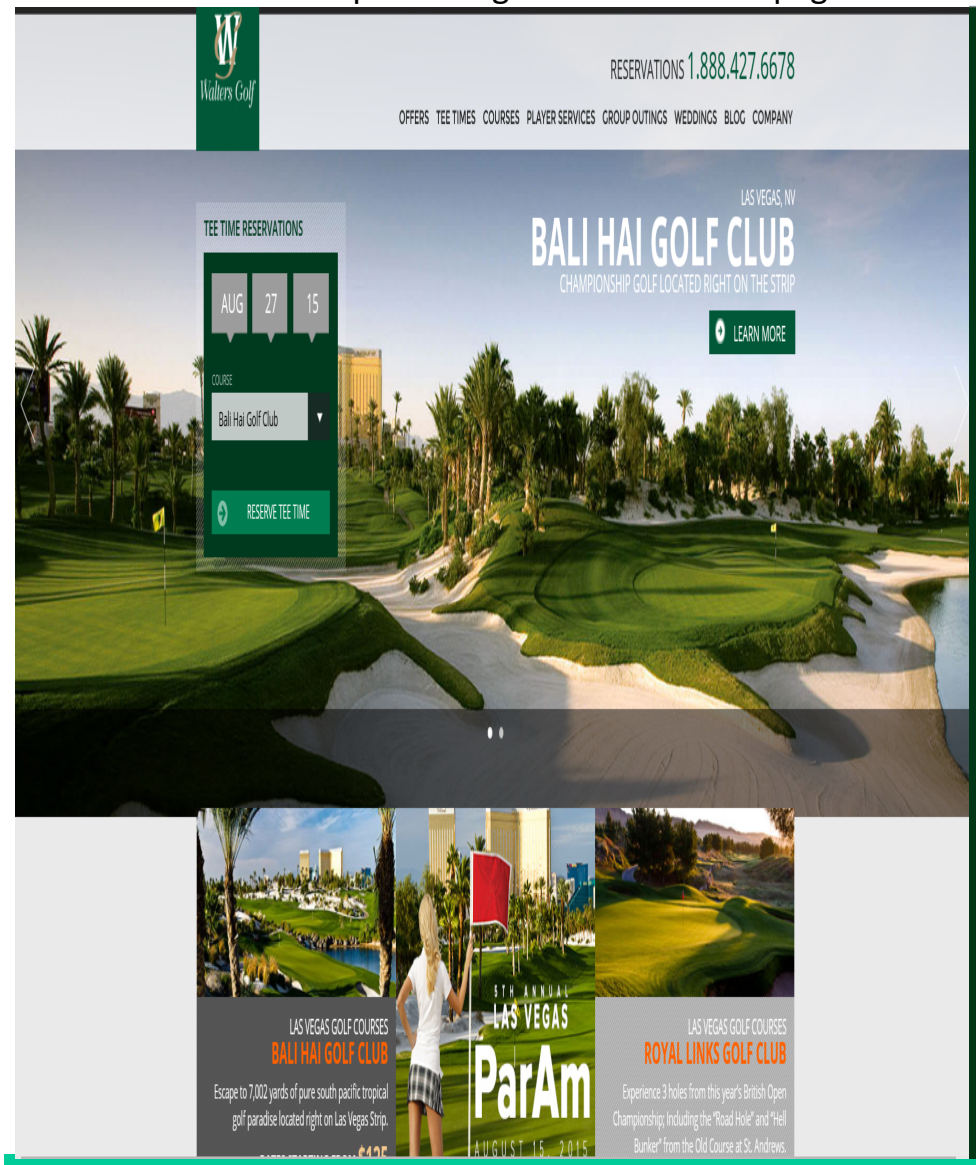




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Walters Golf Management – Nevada - Fee $$$

The ability to book an online tee time from the home page is very unique and absolutely correct. Note how airlines, hotels, and car rental companies organize their home pages. Also note the evolution design becoming more picture oriented.

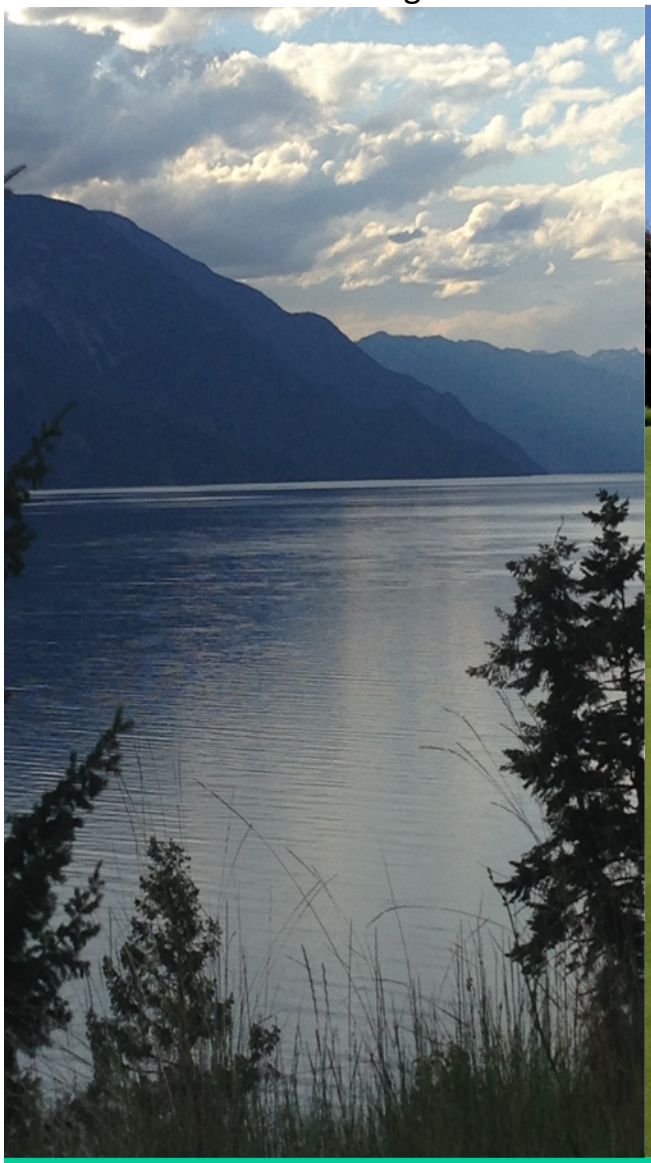




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Kokanee Springs, Canada - Fee $$

There may not be a better drive that the last 40 miles by a lake to the secluded and spectacular Kokanee Springs. A golf course that will delight with fabulous green complexes, flowers adorning everywhere, and Salmon fishing nearby.







©2015 JJ Keegan+

Reignwood Pine Valley, Beijing – China - Fee $$$$

A playland for the rich, the main hotel is a replica of the White House. With 36 holes designed by Nicklaus, cottages like Sage Valley, spa services, Reignwood even hosts the carriage that carried Prince Charles and Diana to their wedding.





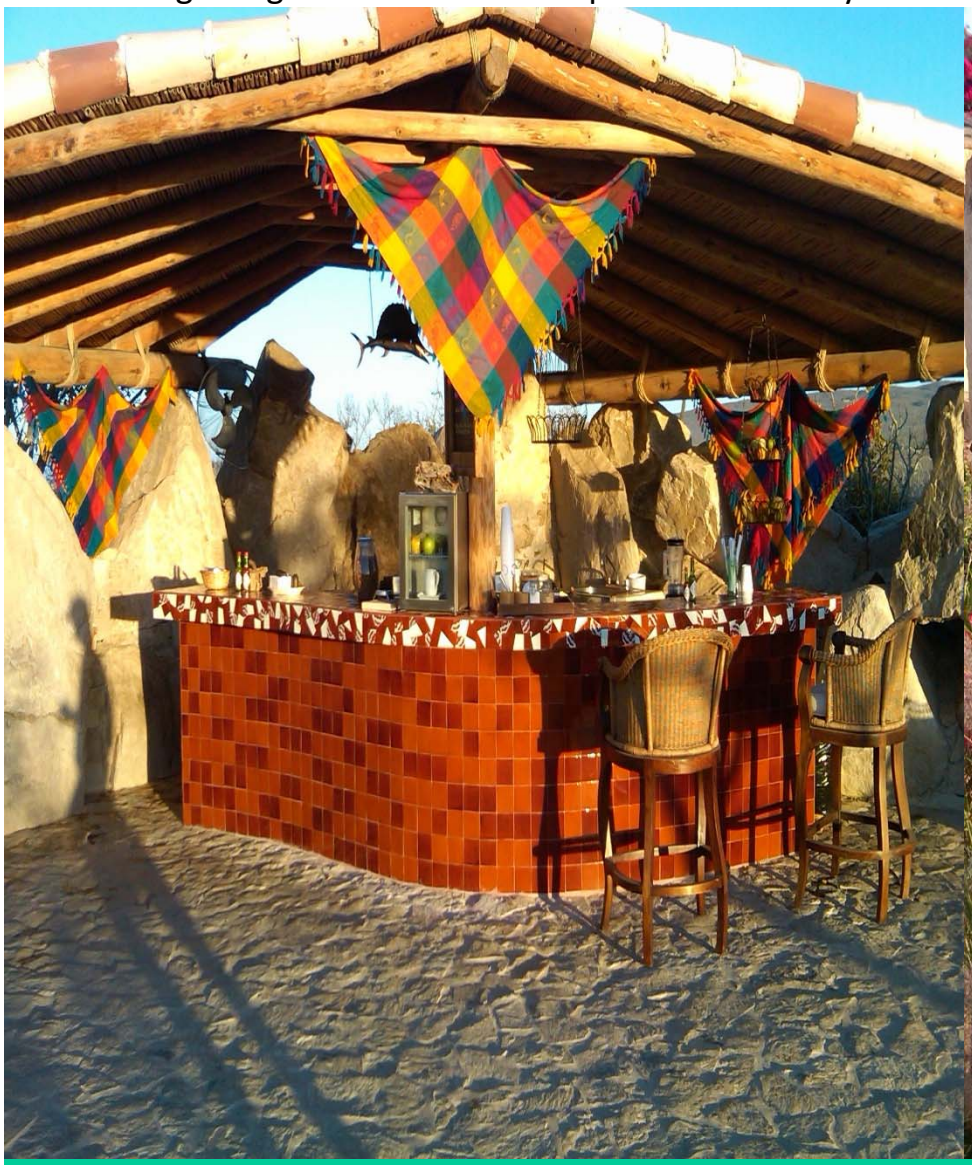




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Diamante, Cabo San Lucas, Mexico - Fee $$$$

This 36 hole complex featuring a Top 100 Love and Woods' first course are a real treat with queso and incredible margaritas The driving is organized in foursome pods to listen to your favorite music overlooked by breakfast bar with great smoothies.





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Stewart Creek – Canada - Fee $$$

Just outside of Banff National Park, this golf course conveys effectively the wildlife that a golfer is likely to find on the course and advises as to how to proceed. The stewards of nature photographs reflect their commitment to the environment.



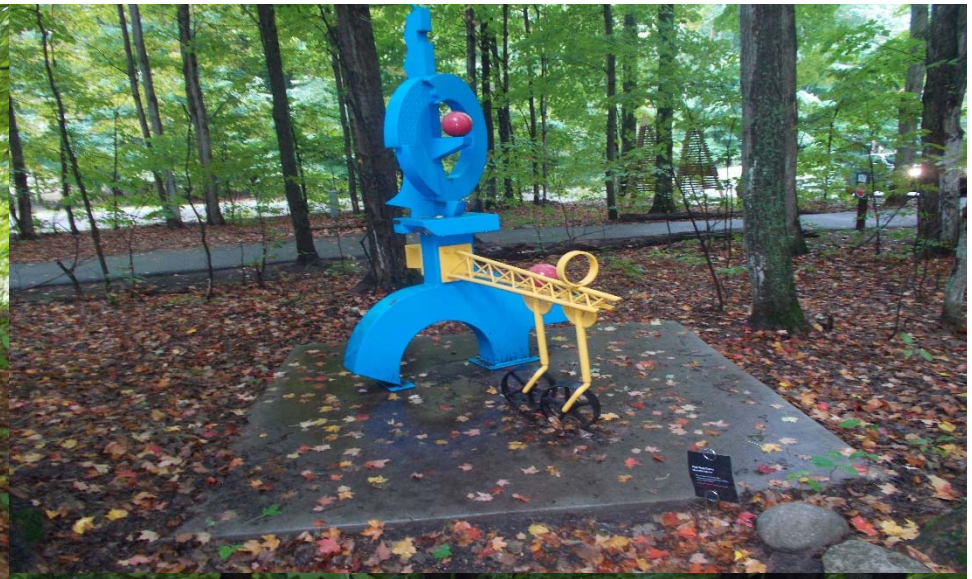


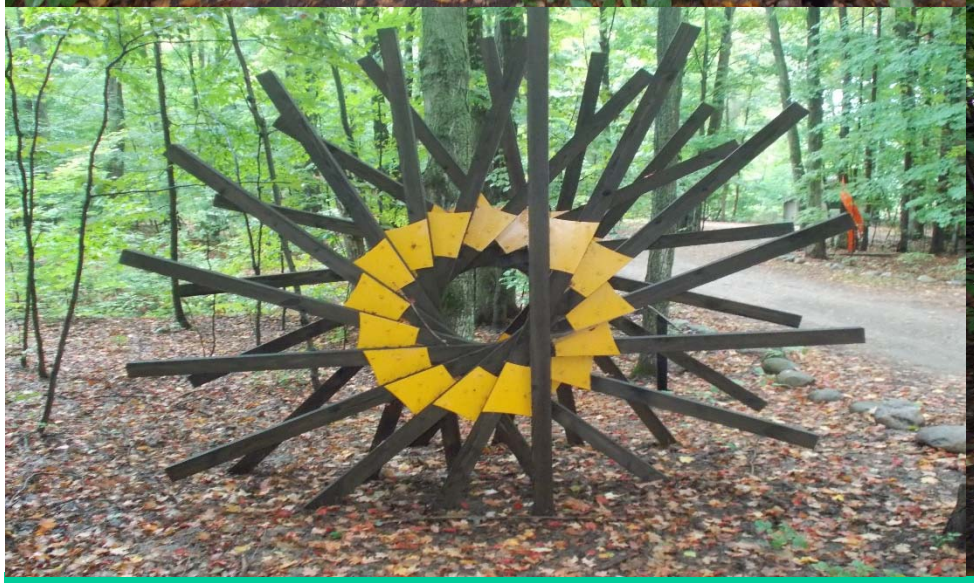
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Crystal Mountain Resort, Michigan - Fee $$

This 36 holes Northern Michigan year round resort provides a diversity of amenities to entertain and amuse their guests.
The sculpture garden makes for a lovely walk in the park.





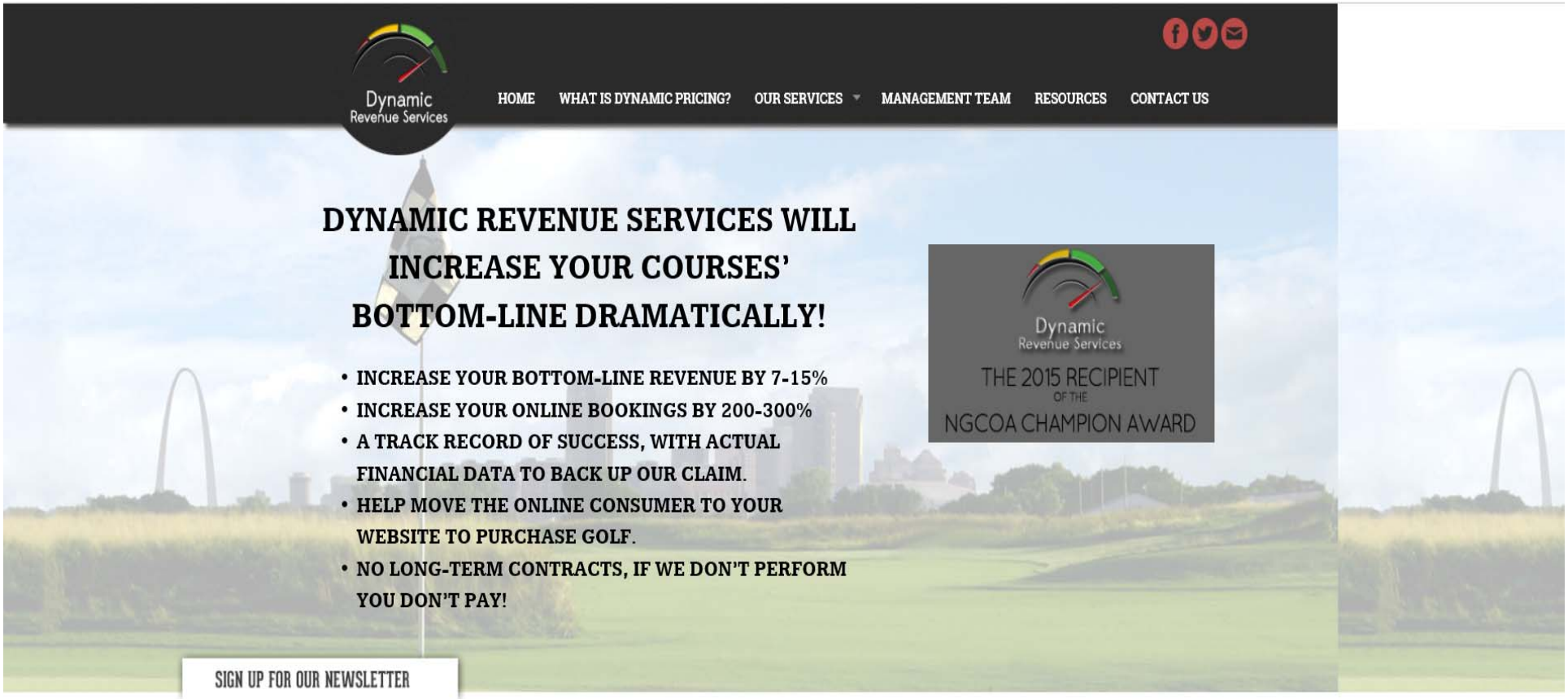




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Walters Golf Management, Missouri - Fee $

Rounds in the metroplex are down 6% and there revenue is up 14%. Lucky? Hardly. By using revenue management tools and understanding how to leverage the power of distribution channels and avoid the pitfalls, this tool is invaluable.



WE HAVE SEEN THE FUTURE OF THE GOLF BUSINESS AND IT'S

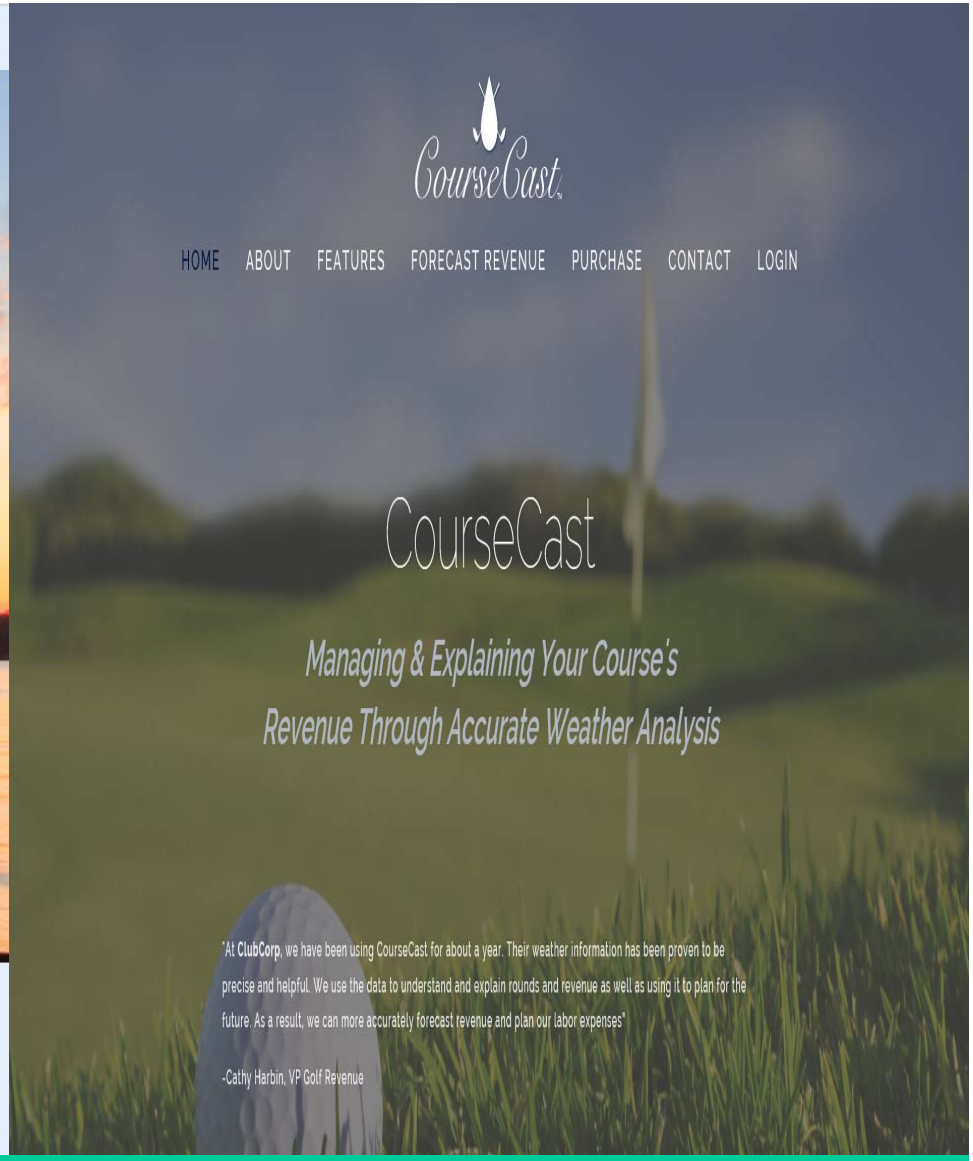
http://dynamicrevenueservices.com/index.php

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Weather Forecasting – Alamo City Trail, Billy Casper Golf, Century Golf, Ratcliffe Golf Services - Fee Varied

Two firms have entered the golf marketplace in the past several years that provide incredible accurate long range weather forecasts and managements tools to project the impact of weather on revenue. Applications for these tools abound.





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Play Golf Calgary – Gleneagles – Canada - Fee $$$

Clearly one of the best golf course management teams in Canada. The player host provides COMPLIMENTARY water, cart mitts, rain pants, suntan lotion, cell phone chargers, blue tooth speakers, and a print of its famed 16th hole.





©2015 JJ Keegan+

Ravenna Golf Club – Colorado – Fee $$$

Under the vision of ndew owner, Kevin Collins, this Jay Morrish course casts up against the famed Red Rocks, and offers spectacular scenery and interesting green complexes. To ensure pin locations are fair, Stracka line is used by the maintenance staff to determine ideal pin positions daily.



©2015 JJ Keegan+

Colorado PGA – Have You Been Coined? Charity Outing at Colorado Golf Club - Fee $$$

During WWI a life was saved. A solider was captured and his only possession was a medallion of his unit around his neck which identified him as an ally. The Colorado PGA, as a thank you to those who raised $34,000 to support the Colorado PGA Reach initiatives, created this coin. Eddie Ainsworth and Keith Soriano are to be "saluted" for this creative idea.



©2015 JJ Keegan+

Talking Stick Resort – Phoenix, AZ - Fee $$

What makes the Pima Maricopa complex at Salt River so compelling are the numerous attractions with a spectacular hotel and restaurant “Orange Sky.” The service levels at the Coore Crenshaw golf course make this a pleasurable experience.

Salt River opens Topgolf at Talking Stick

7 ATTRACTIONS ON THE SALT RIVER RESERVATION



TOPGOLF

9500 E. Indian Bend Road, Scottsdale 85256
480-240-2402 ' topgolf.com

TopGolf is an entertainment complex that merges a driving range, a game of darts and a pub. Guests rent a driving range bay by the hour; each bay includes a lounge-like area where visitors can order food and drinks.

Hours: 9 a.m. to midnight Sunday through Thursday; 9 a.m. to 2 a.m. Friday; 8 a.m. to 2 a.m. Saturday.

Cost: $5 one-time membership fee plus rental fees that vary from $25 to $45 an hour for each bay.

Michael Clancy, The Republic | azcentral.com 1:16 p.m. MST June 13, 2014

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7

The Prairie Club, Nebraska - Fee $$$

This is how the west is: rugged, remote, and just the perfect secluded retreat to renew, relax and reinvigorate. 36 holes, a horse course, fishing, horseback, hunting. Want to sample the life of a cowboy steeped in the traditions of bagpipes and stargazing through telescopes – you have arrived



©2015 JJ Keegan+

Bro Hoff Slott, Sweden: RT Jones Golf Course – Fee $$$

The castle, spectacular interior decorations, the famed waffles, attentive maintenance and talent GM (Peter Nyberg) who is very social media savvy









©2015 JJ Keegan+

5

Haesley Golf Club, Seoul, Korea - Fee $$$$$

This Platinum Club of the World deserves it ranking. From the pop art upon arrival to a contemporary clubhouse, every staff person volunteered their time to create a video for a member function featuring Gangnam dance. Simply fabulous.







©2015 JJ Keegan+

Bandon Dunes - Fee $$$$$

No review of best practices is complete if one of my favorite complexes isn't included. It is not just about the golf – it is about the entire environment that transcends making this a very special place. A serenity engulfs you and leaves you in awe.







©2015 JJ Keegan+

Shanqin Bay, Hainan Island, China- Fee $$$$$

This Coore-Crenshaw course provides an unparalleled customer experience. All cell phones are placed in a cedar box upon arrival. The cart return from the 18th green takes you through an art museum in this converted fort as a clubhouse.



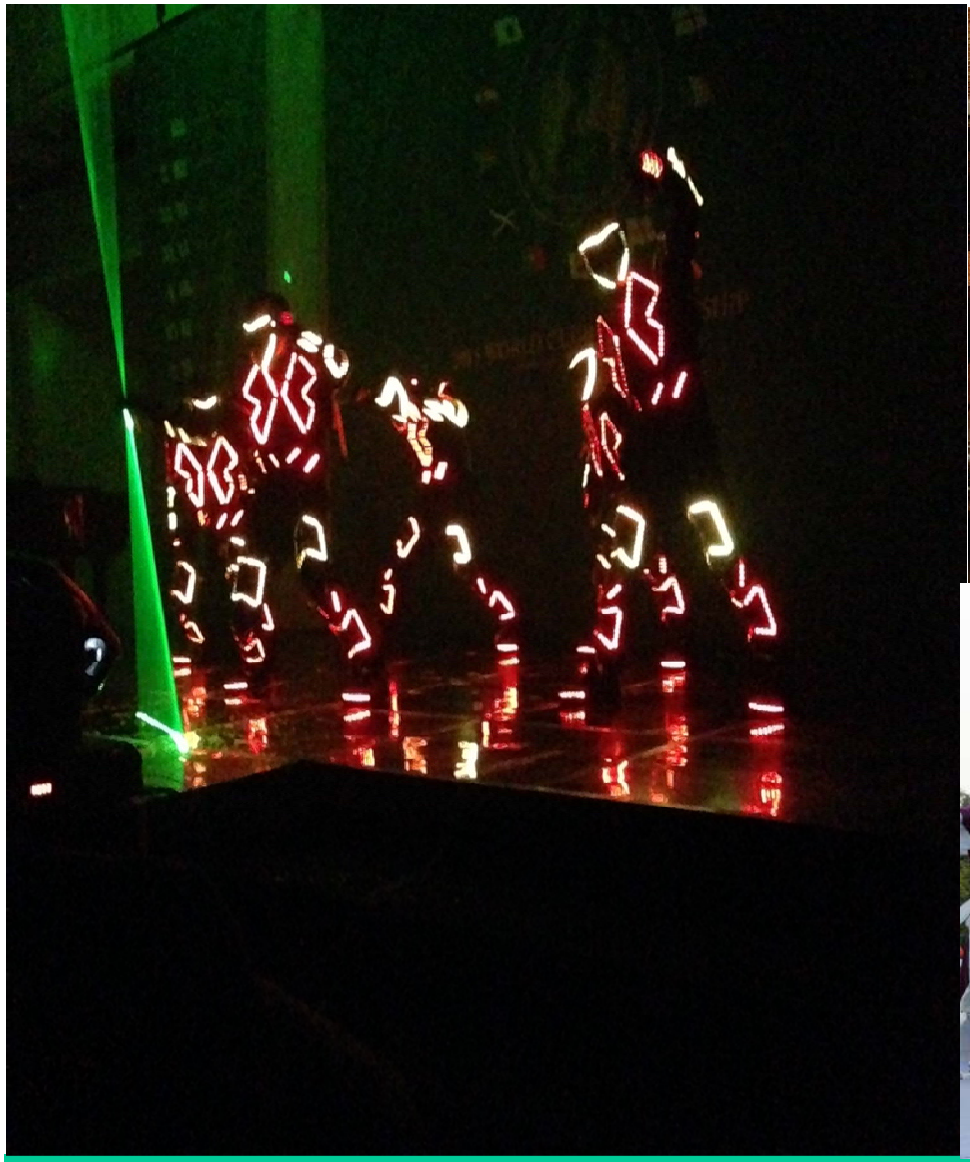






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Nine Bridges Golf Club, Jeju, Korea - Fee $$$







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Riviera Golf Club – California - Fee $$$$$

A private club is about a community. The gentlemen in the middle, Norm Klaparda has inoperable cancer. As a Golf Magazine panelist he has played over 350 of the 494 courses on the ballot. A 35 year member, the club graciously hosted an outing for his friends from around the world.



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So, what does it all mean?



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2015 Best Management Practices

What Does It Take To be a Platinum Club, A Top 100 Golf Course or the Best in Your Market?

Golf Convergence offers a comprehensive "Facility Evaluation" in which we use a 250 point check list to benchmark your facility. From the time we arrive at the airport to when we depart your facility, we are mindful of the brand message you are creating in contrast to your competitors. You will receive an extensive report, a "score" for your facility – all of which will be communicated in an interactive session. You will see photographs of your course and your competitions'; and in a meeting with your entire staff, they will depart energized and ready to take your customer service a higher level which will positively impact your bottom line.

To begin this process of self renewal, please call 303 283-8880. We can be at your facility within two (2) weeks to accelerate your journey on the path to success.

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What's Important Now



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Got Any



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