



The Winning Playbook For Golf Courses In America

December 3, 2014



J.J. Keegan, Managing Principal

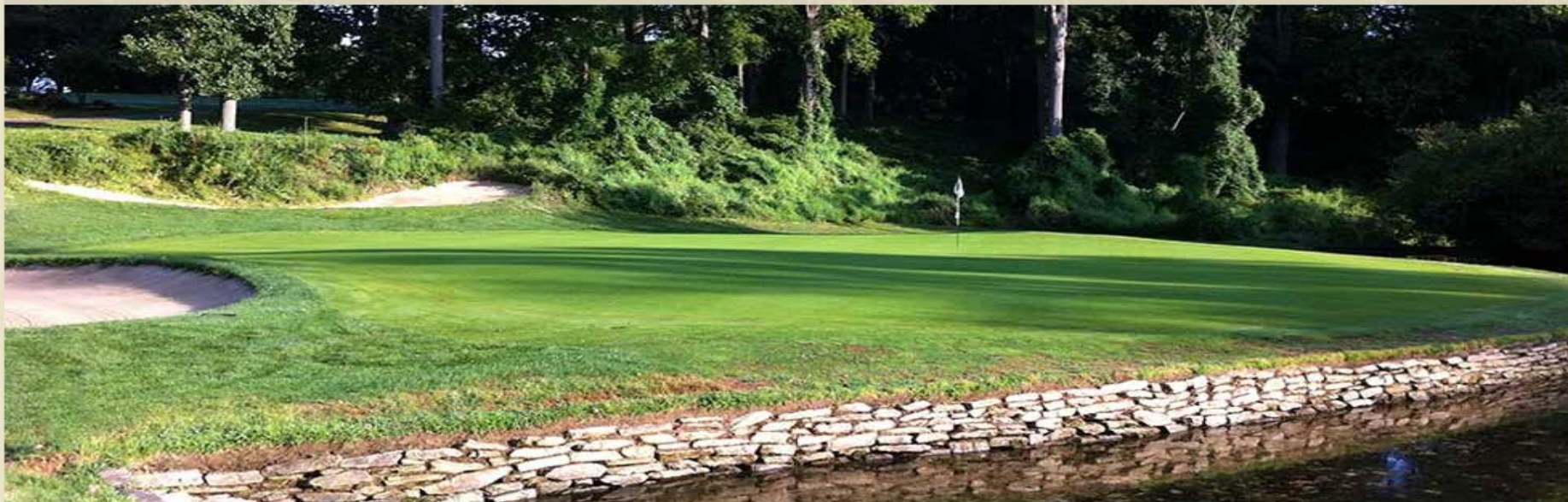




PHILMONT COUNTRY CLUB
Est. 1906

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❖ NESTLED IN THE *heart* OF HUNTINGDON VALLEY ❖

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J. WOOD PLATT

CADDIE SCHOLARSHIP TRUST

"Give them all
a chance."

- J. Wood Platt

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J. Wood Platt to give out more than \$1 million in 2014-15

The 2014-15 class of Platt Caddie-Scholars has been finalized. For the first time ever, we will be giving out \$1 million in grants! Click on the picture for a full list of Caddie-Scholars.

1 2 3 4 5

Meet Our Caddie-Scholars



KYLE WAMBOLD - Binghamton University

Kyle has caddied at Lehigh Country Club for the last five years. A freshman at Binghamton, he's on the golf team and is already one of the team's top players.

Platt Info



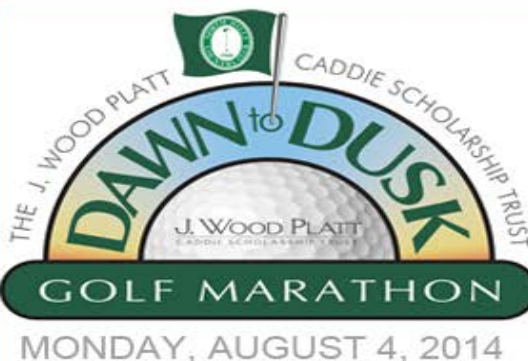
Scholars



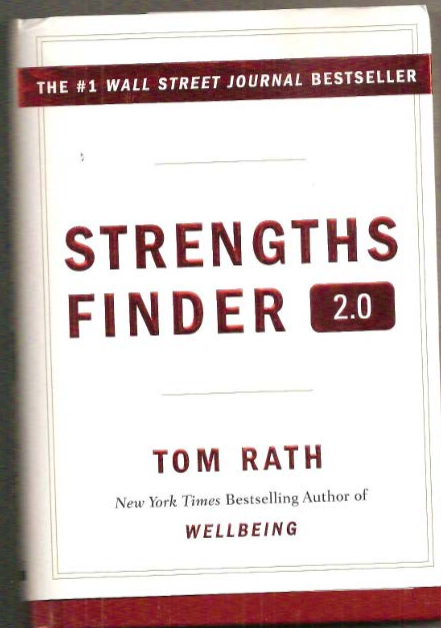
Contributors

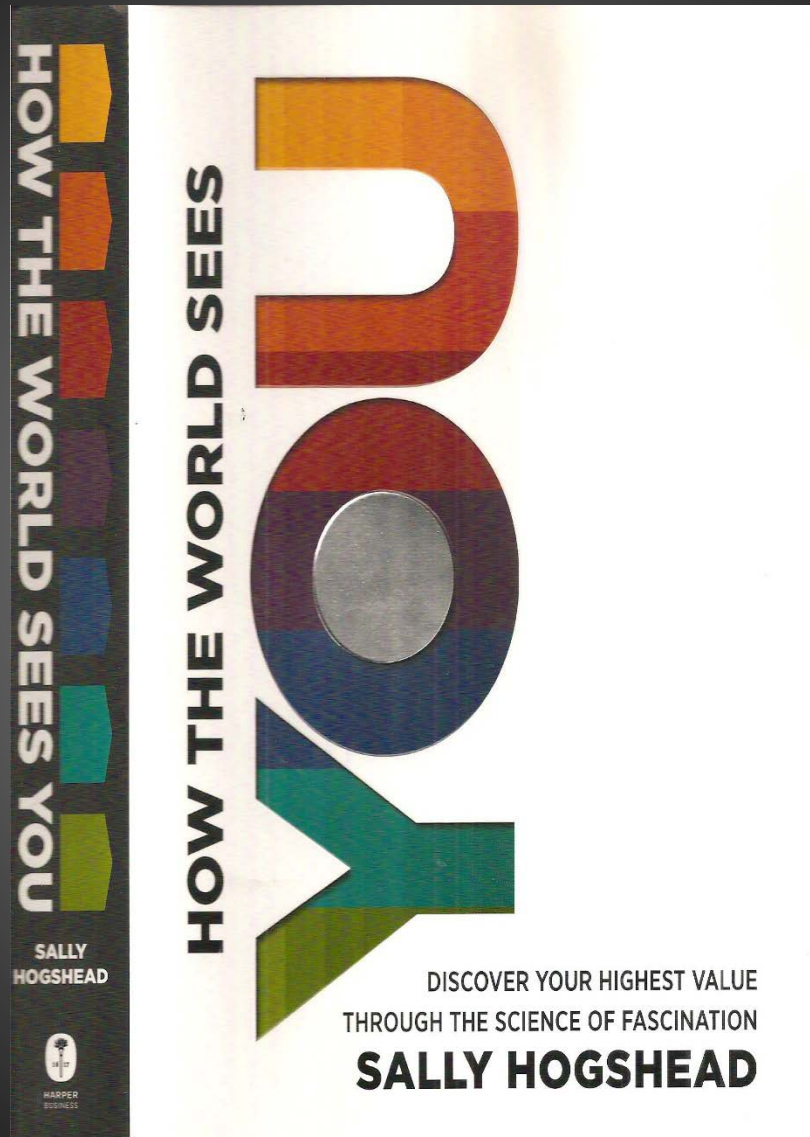


Dawn to Dusk Golf Marathon



LEARNER
ACHIEVER
FOCUS
STRATEGIC
ANALYTICAL





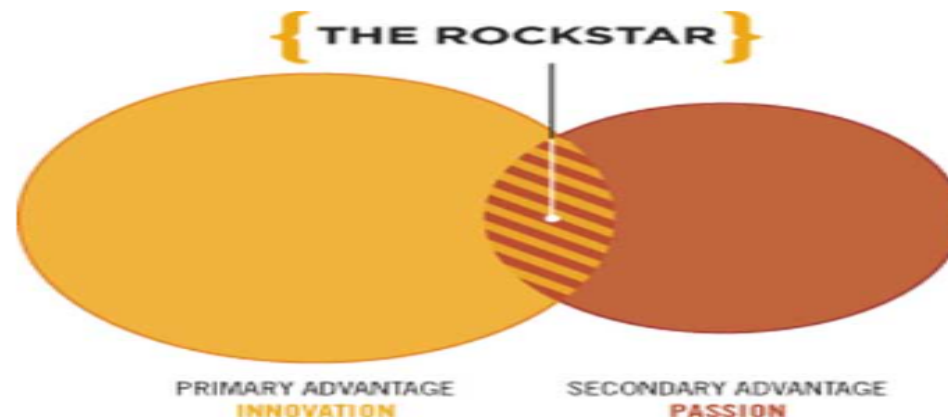
POWER/PRESTIGE is "THE MAESTRO."

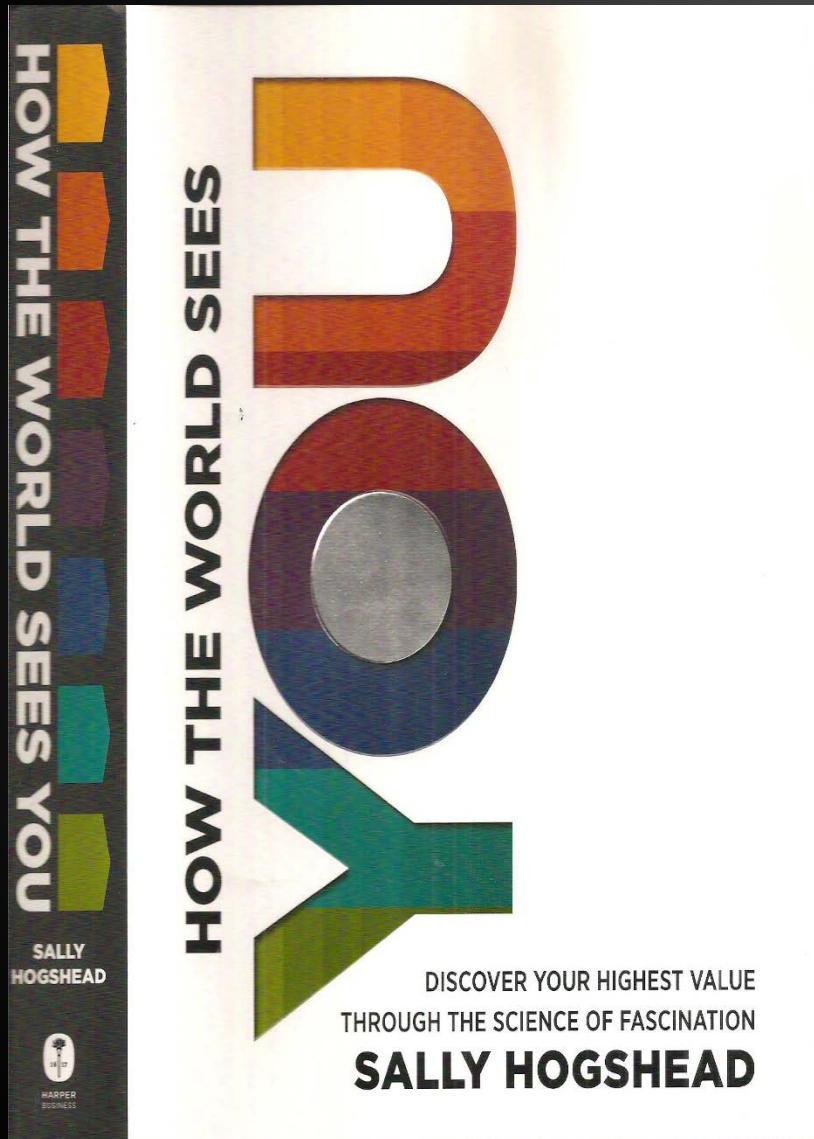
Confidence is one of your greatest assets and you waste no time in accomplishing your goals. Never wanting to settle, you are ambitious and always looking for ways to improve. People admire your unwavering conviction.

PASSION/ALERT is "THE ORCHESTRATOR."

You are always mindful of a situation and you can quickly discern how to achieve the best results. You make sure that projects are always on track and that the details are not forgotten.

| THE 49 PERSONALITY ARCHETYPES | | | | | | | |
|-------------------------------|--|---|---|--|--|--|---|
| | | SECONDARY FACINATION ADVANTAGE | | | | | |
| | | INNOVATION with creative ideas and curiosity | PASSION with passion and energy | POWER with confidence and control | PRESTIGE with status and high standards | TRUST with loyalty and consistency | MYSTIQUE with substance and mystery |
| PRIMARY FACINATION ADVANTAGE | INNOVATION with creative ideas and curiosity | THE ANARCHY Rebel • Startling Chaotic | THE ROCKSTAR Bold • Artistic Unorthodox | THE MAVERICK LEADER Pioneering • Unconventional Entrepreneurial | THE TRENDSETTER Cutting-Edge • Elite Progressive | THE ARTISAN Deliberate • Thoughtful Flexible | THE PROVOCATEUR Clever • Adroit Controversial |
| | PASSION with passion and energy | THE CATALYST Out-of-the-Box • Social Emerging | THE DRAMA Theatrical • Emotive Sensitive | THE PEOPLE'S CHAMPION Dynamic • Inclusive Engaging | THE TALENT Expressive • Stylish Emotionally Intelligent | THE BELOVED Nurturing • Loyal Sincere | THE INTRIGUE Deceiving • Perceptive Considerate |
| | POWER with confidence and control | THE CHANGE AGENT Invasive • Unorthodox Self-Proclaimed | THE RINGLEADER Motivating • Spirited Compelling | THE AGGRESSOR Dominant • Overbearing Coercive | THE MAESTRO Ambitious • Focused Confident | THE GUARDIAN Prudent • Genuine Sure-Footed | THE MASTERMIND Methodical • Intense Self-Reliant |
| | PRESTIGE with status and high standards | THE AVANT-GARDE Original • Enterprising Forward-Thinking | THE CONNOISSEUR Insightful • Distinguished In-the-Know | THE VICTOR Respected • Competitive Reverent-Oriented | THE IMPERIAL Arrogant • Cold Superior | THE BLUE CHIP Classic • Established Best-in-Class | THE ARCHITECT Skillful • Restrained Polished |
| | TRUST with loyalty and consistency | THE EVOLUTIONARY Curious • Adaptable Open-Minded | THE AUTHENTIC Approachable • Dependable Trustworthy | THE GRAVITAS Dignified • Stable Hardworking | THE DIPLOMAT Levelheaded • Subtle Capable | THE OLD GUARD Predictable • Safe Unmovable | THE ANCHOR Protective • Purposeful Analytical |
| | MYSTIQUE with substance and mystery | THE SECRET WEAPON Nimble • Unassuming Independent | THE SUBTLE TOUCH Tactful • Self-Sufficient Reserved | THE VEILED STRENGTH Reserved • Independent To-the-Point | THE ROYAL GUARD Elegant • Acute Discrete | THE WISE OWL Observant • Assured Unruffled | THE DEADBOLT Unemotional • Inflexible Concentrated |
| | ALERT with focus and attention | THE COMPOSER Strategic • Fine-Tuned Judicious | THE COORDINATOR Constructive • Organized Practical | THE ACE Decisive • Fearless Forthright | THE EDITOR-IN-CHIEF Productive • Skilled Detailed | THE MEDIATOR Steadfast • Composed Structured | THE DETECTIVE Clear-Cut • Accurate Methodical |
| | | | | | | | THE CONTROL FREAK Compulsive • Driven Exacting |





MAESTRO

Creating

Astute Insights That
Achieve Awesome Results





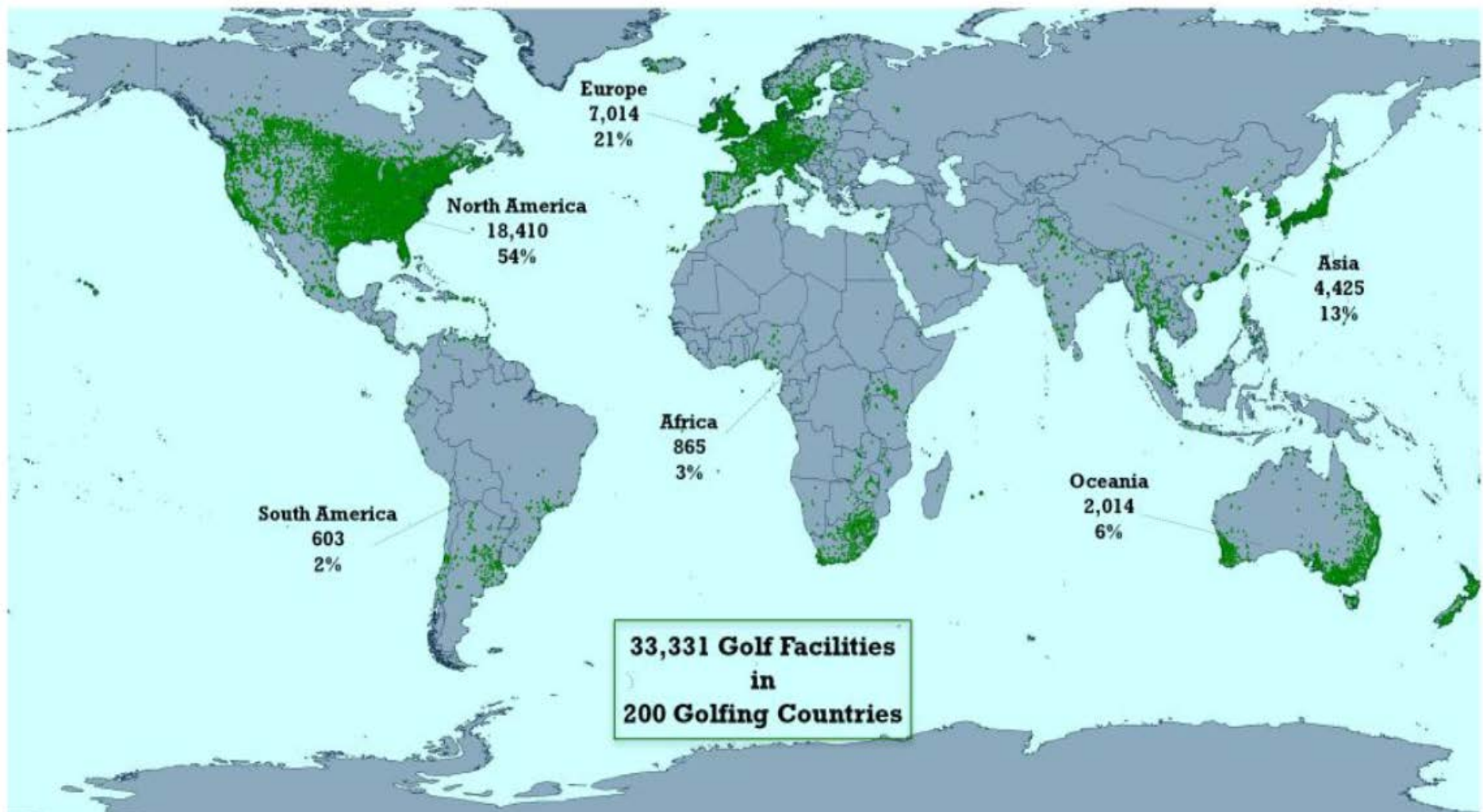
Our Goal for Today is to
Build a Foundation For
You To Have a Fabulous
2015

DID YOU KNOW





Golf Around the World





We Create Walls to Protect our Vulnerability

Supply

- Nationally - Supply Exceeds Demand. Competitive Forces control the prices we can charge

Weather

- Rain, Snow, Sleet, Wind: Unpredictable Variability

Technology

- Internet & Social Media of endless improvements and update mandates have changed in a marketplace of endless choices in an experience based economy

Time Crunched Culture

- Lifestyle integration of home, work, commuting and a child centered focus on the wants, needs and desires have transferred to millennials seeking high intensity activities of short duration.

Expenses

- Water, Electricity, Fertilizer, Labor, Benefits





Fact 1

The basic business model for golf courses is **flawed**.

Only 60% can cover **operational costs**,
Less than 20% can cover **capital costs**
without assessment or borrowing.

Fact 2

The business skills
of the **typical** golf course
employee
are **below average**
resulting from **lack of training**
and a **poor** attitude because a
proven system heretofore **hasn't**
existed, thus, **they are frustrated.**

Foundation for Study

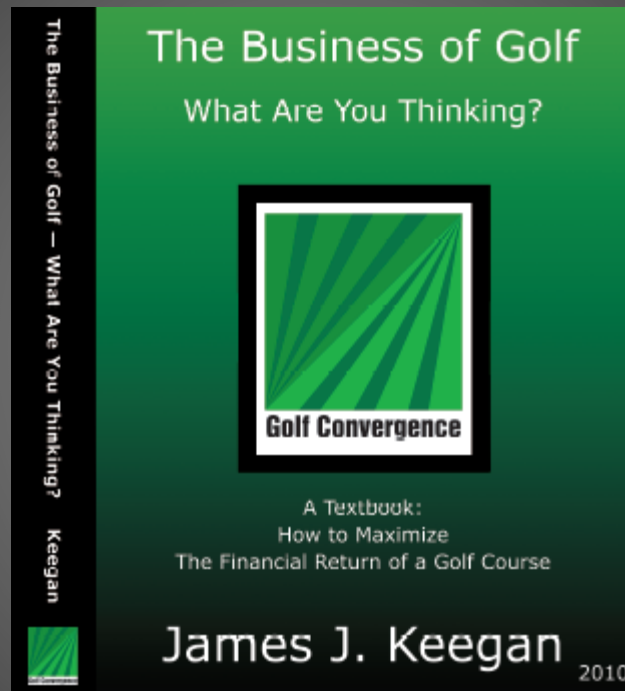
DID YOU KNOW



“In the beginner's mind there are many possibilities, in the expert's mind there are few.”

—Shunryu Suzuki





RICK LUCAS, PGA, DIRECTOR OF PROFESSIONAL GOLF MANAGEMENT – CLEMSON UNIVERSITY



Rick Lucas, Director of the PGM Program at Clemson University, received his Bachelor of Science Degree in Business Administration at Old Dominion University and his MBA at Virginia Commonwealth University.

Currently, he is working on his doctorate in Career and Technology Education. Mr. Lucas has over 20 years experience in the golf industry with extensive knowledge in management of golf programs and operations.

His positions in the golf industry have included: assistant professional, teaching coordinator, head golf professional, and general manager at both public and private facilities. Some career highlights include scoring in the top 5% in Business School I & II and winning the Philadelphia Assistant Association's Southern Championship.





Dissertation Title

Empirical study of the effectiveness, reliability, relevancy, and development of a **golf management system** and tools designed to **educate golf course managers** towards completing strategic, tactical, and operational plans **to improve the financial performance of golf facilities.**

Perceptions to Support Study

Observation #1 - You are working too hard on the wrong things that make little difference.

Perceptions to Support Study



Perceptions to Support Study

Observation #1 - You are working too hard on the wrong things that make little difference.

Observation #2 - There must be key measurements that accurately forecast the potential of your facility.

Observation #3 – Weather reporting and forecasting is poor.

Observation #4 - The adoption of technology is template based with little understanding of its power.




















Observation #5 – Benchmarking to meaningful competitive statistics is haphazard.

Observation #6 - Capital reserves are underfunded.

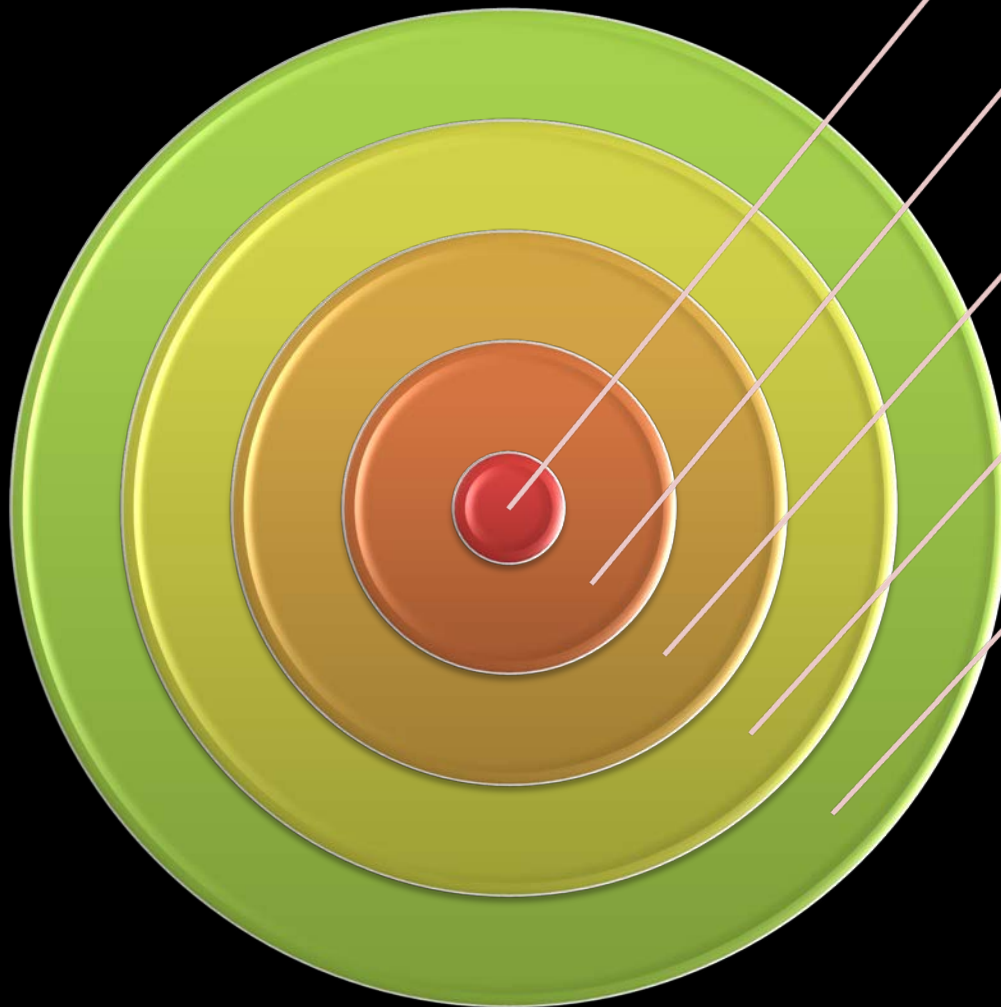
Observation #7 – Courses operate with "illusory superiority" thinking that their customers are loyal when they are not.

Observation #8 – Third parties are lowering rates and disintermediating customers.

Executive System for Golf Course Management Based on Rules of Thumb

| Name | Type |
|--|---|
|  Step 1 - Geographic Local Market Analysis 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 2 - Weather Playable Days 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 3 - Technology Integration Checkpoint 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 4 - Cash Flow Forecast -Five Year- Daily Fee and Municipal - 3 Course 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 4 - Cash Flow Forecast -Five Year- Daily Fee and Municipal - 4 Course 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 4 - Cash Flow Forecast -Five Year- Daily Fee and Municipal 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 4 - Cash Flow Forecast-Five Year-Private Club and Resort 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 4 - Green Fee Calculator - Complex - Quantitative 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 4 - Green Fee Yield - Revenue Modeling Exercise 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 4 - Punch Pass Subscription Fee Analysis 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 4 - Season Pass - Fair Fee 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 4 - Season Pass Sensitivity Analysis 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 5 - Annual Golf Maintenance Labor Scheduler 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 5 - Deferred Capital Expenditures Calculations 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 5 - Equipment Template 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 5 - Golf Course Maintenance Business Plan & Budget 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 5 - Weekly Golf Maintenance Labor Scheduler 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 6 - Golf Course Checklist - Secret Shopper 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |
|  Step 7 - Customer Value Experience 2015.xlsm | Microsoft Excel Macro-Enabled Worksheet |

80%



Core: Slope Rating 115 -124, <10 Miles 75%, MHI \$45,000 - \$65,000, Typical Age & Ethnicity, 1,600 – 2,000 Golfers Per 18

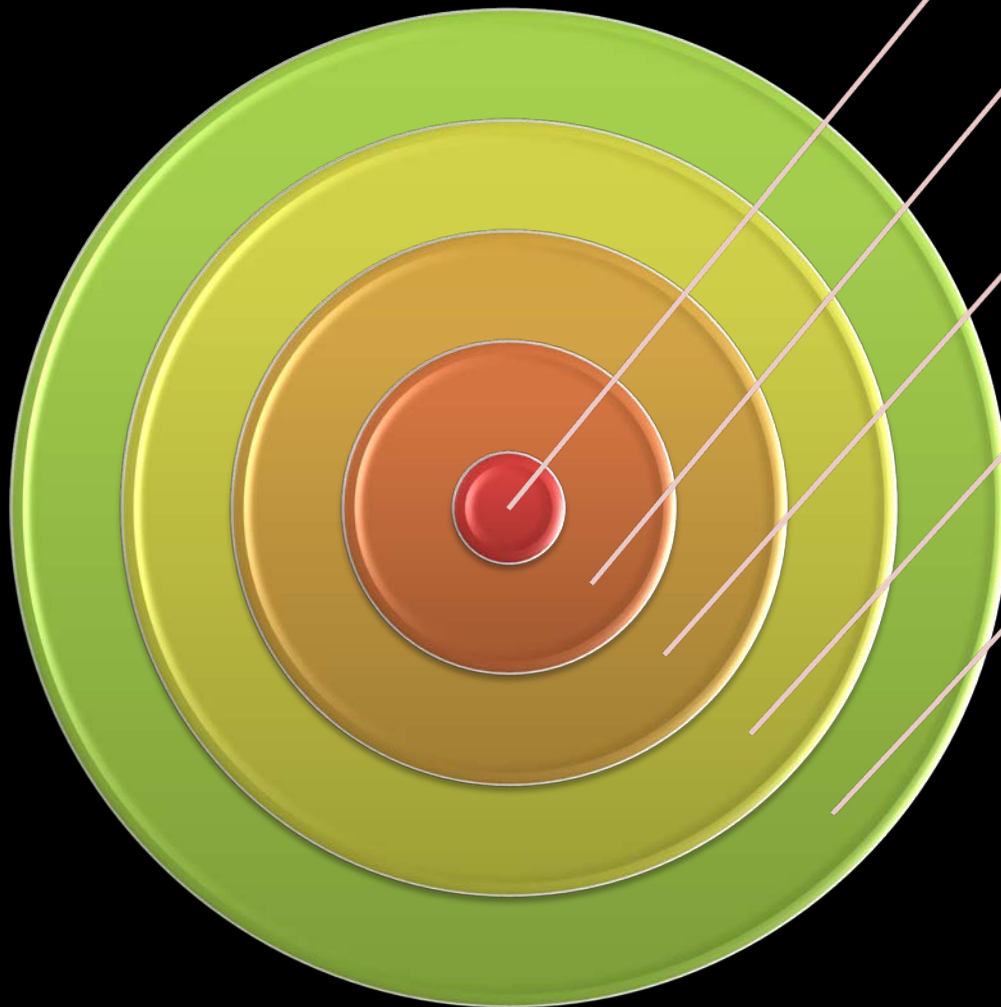
Demand Exceeds Supply

Strategic, Conditioning, Slope Rating > 125, +50 Bunkers

Turf Texture: Bent Grass Greens, Fairway, Tees ; Short Game Facility, Grass Tee Driving Range

Ambience: Ocean, Mountain, Amenities, Clubhouse, Championships

80%



Core: Slope Rating 115 -124, <10 Miles
75%, MHI \$45,000 - \$65,000, Typical Age &
Ethnicity, 1,600 – 2,000 Golfers Per 18,

Demand Exceeds Supply

Strategic, Conditioning,
Slope Rating > 125, +50
Bunkers

Turf Texture: Bent
Grass Greens, Fairway,
Tees ; Short Game
Facility, Grass Tee
Driving Range

Ambience: Ocean,
Mountain, Amenities,
Clubhouse,
Championships

A close-up photograph of a white golf ball resting on a lush green grassy surface. The ball is positioned slightly to the left of the center, and the grass blades are clearly visible around it. The background is a soft-focus green field.

Value = Experience - Price

©2014, Golf Convergence, Inc.

A dark blue footer bar containing navigation icons on the left, a small inset image of a golf course in the center, and a small logo on the right.The logo for Golf Convergence, Inc., featuring a stylized golf ball and the company name.

Experience > Price

Financial Prosperity

Price > Experience



May you rest in peace



Experience = Net Income + Capital Invt.



Green Fee Should Equal

.0001% of Maintenance Budget

Average Municipal Budget \$450,000

Average Green Fee = \$45

Green Fee Should Equal

.00084% of Median Household Income

Average Median Household Income:
\$53,214

Average Green Fee: \$45.05

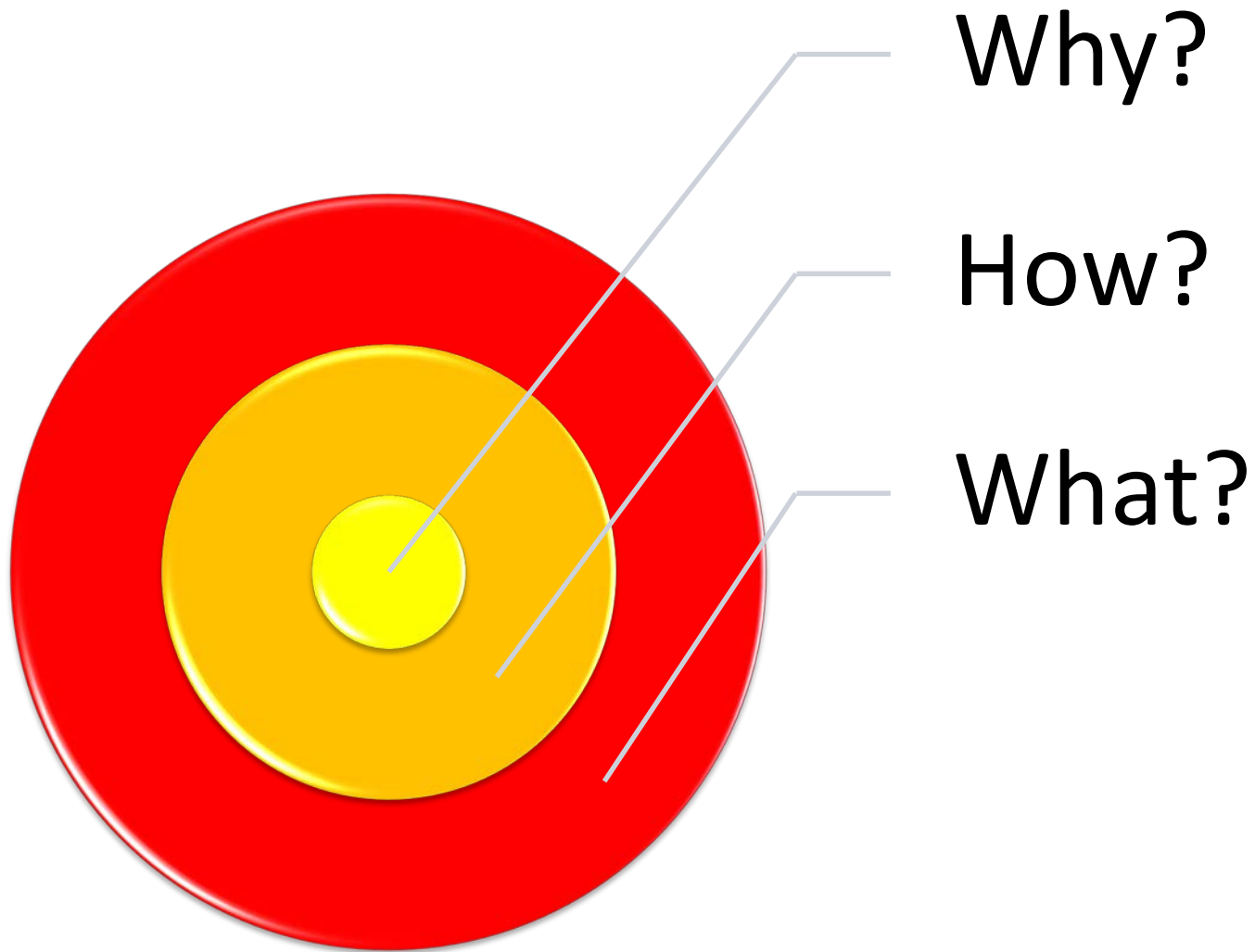
DID YOU KNOW

The Formula



Believe

The Golden Circle of Communication™
Simon Sinek



The “Golden Circle: WHY - HOW - WHAT.”

Every single company and organization on the planet knows WHAT they do. They are easily able to describe their products and services.

Some companies are able to explain HOW they are different — their unique selling position.

Few companies are able to clearly articulate WHY.

He concluded that the most successful companies communicate from the inside out. All other companies communicate from the outside in.

People don't buy WHAT you do; they buy WHY you do it.

Walt Disney World

“Walt Disney World has four 18-hole golf courses and one 9-hole golf course on the property. Two great 18-hole architects, Joe Lee and Tom Fazio, will present you with various challenges in design and course strategy on championship caliber courses.

Combined with Disney’s world-renowned level of service, you will have a great experience playing these courses, whether staying at a Walt Disney World resort on vacation or for a business trip in the area.

The three Joe Lee courses (the Magnolia, Palm and Lake Buena Vista) harken to the original days of Walt Disney World and more traditional Florida golf course design. Through 2012, the Palm and Magnolia courses hosted an annual PGA Tour professional event in the fall of each year, which had been a part of Disney World golf tradition since 1971.

The Tom Fazio designed Osprey Ridge course brings an updated approach to course design with interesting challenges and elevations in the midst of the more remote parts of the Walt Disney World property.”

Walt Disney World

“Be thrilled by a magical journey through an enchanted forest crafted by the leading wizards of golf course sorcery, Tom Fazio and Joe Lee.

While you may be tricked often, Mickey and his friends will ensure that you are charmed and treated to a memorable experience at the Kingdom of entertainment—Disney World.”

Municipal or Daily Fee Golf Course

“We deliver a convenient and affordable recreational experience for those who play just for fun.”

The subtle message here is that frequent customers who act as though this is their private club should sense the equality in the message and perhaps play elsewhere if they don't want to encounter beginners. And conversely, beginners and many women might feel more welcome reading this “why.”

Tenison Park, Dallas

Golf in Dallas begins and ends at Tenison Park

Welcome to the Online Home of Tennis Park Golf Club.

[Click here](#) and register today to receive club emails and specials

“Only 10 minutes from downtown Dallas, Tenison Parks offers the best in public golf with different experiences on each of its 18-hole courses.

Tenison Highlands is a remodel upscale public course with tree fairway and picturesque elevation changes. **Tenison Glen** is a classic public course over and around White Rock Creek, and has been a favorite of Dallas golfers since 1924.

Tenison Park can be the perfect site for your tournament, weekly foursome, or family outing. The clubhouse a well-supplied golf shop including rental clubs and a café with big screen TVs to relax after your round. The driving range is perfect for warm-up, practices or lessons from a staff of PGA and LPGA instructors.

Municipal or Daily Fee Golf Course

“We are here to provide a cauldron to allow you to learn how good you are at golf and show you much you appreciate the traditions of the game.”

This would be appropriate wording for a course with a slope rating greater than 140. The subtle message here is to bring your game, and that this is not the facility for rank amateurs who don't appreciate the challenges golf offers and the traditions so respected in golf that shape the culture of the game.

“Torrey Pines: “Welcome to the nation’s foremost municipal golf course.”

Situated atop cliffs towering above the Pacific Ocean in San Diego, California, golfers marvel at the views of the coastline, deep ravines, and classic championship golf holes.

Torrey Pines is the beautiful site of one of the most memorable battles in golf’s history—the 2008 U.S. Open. While taking in the views and gorgeous weather, discover our award-winning golf shop where you can take home some of the magic.

Live close by and want to improve your swing? Or perhaps you’re visiting San Diego on your dream golf vacation. In either case, our popular player development programs will get you smiling, about your game in no time. To learn more, please follow the links below.”

Resort

“We welcome families and encourage them to share their diverse recreational and social interests in a warm and engaging community environment.”

The subtle message is that this is a home away from home for you and for your family.

Resort

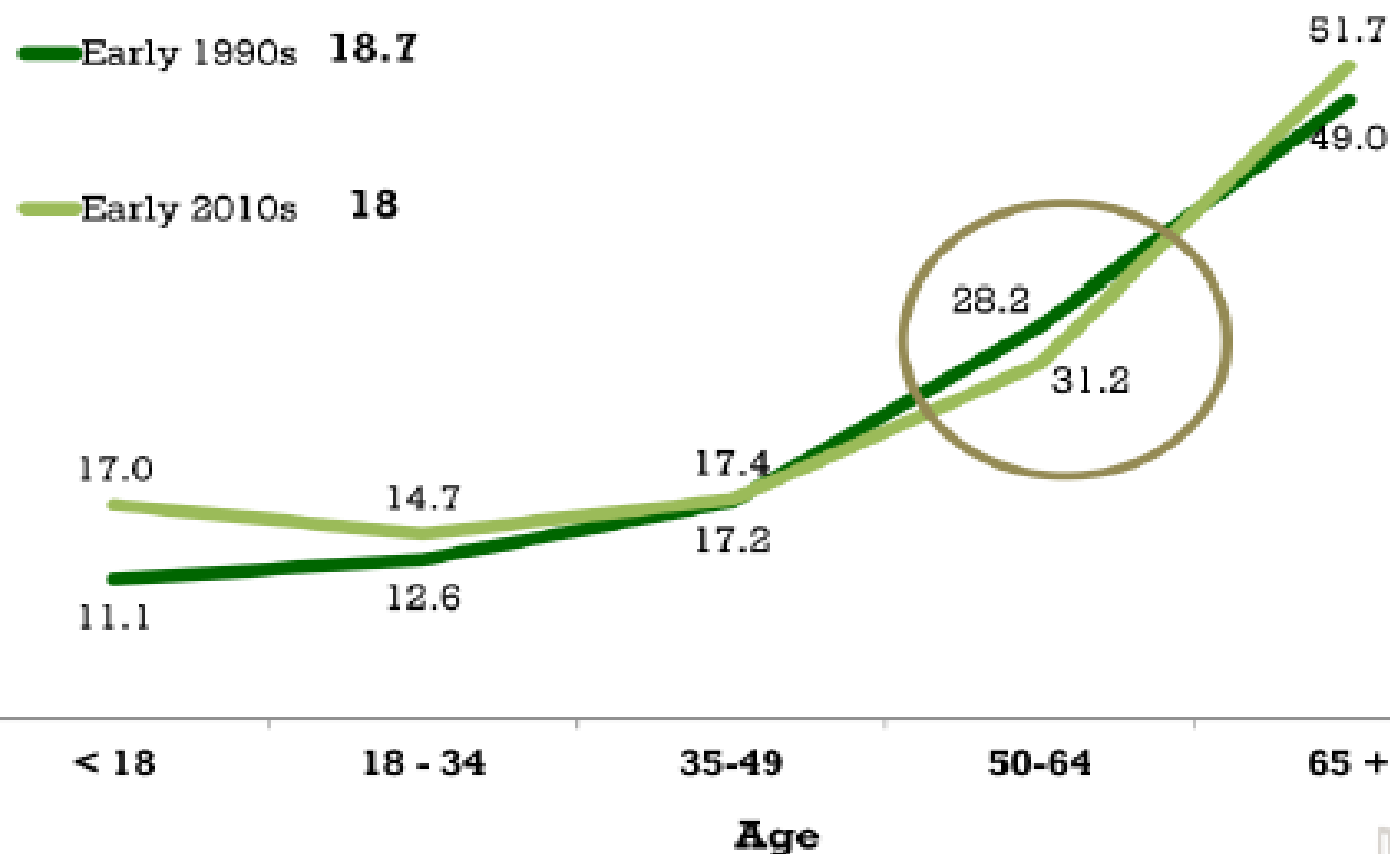
“We offer an oasis from the daily hassle of life, a place to restore your soul.”

The subtle message is that this is a vacation hideaway where you can decompress and focus on what is important in our life.

An aerial photograph of a golf course. In the foreground, a large, well-manicured green is visible, with a sand trap to its right. A body of water, likely a lake or pond, is situated in the middle ground, surrounded by several tall, slender trees. The water reflects the sky and the surrounding landscape. The overall scene is serene and picturesque, typical of a resort golf course.

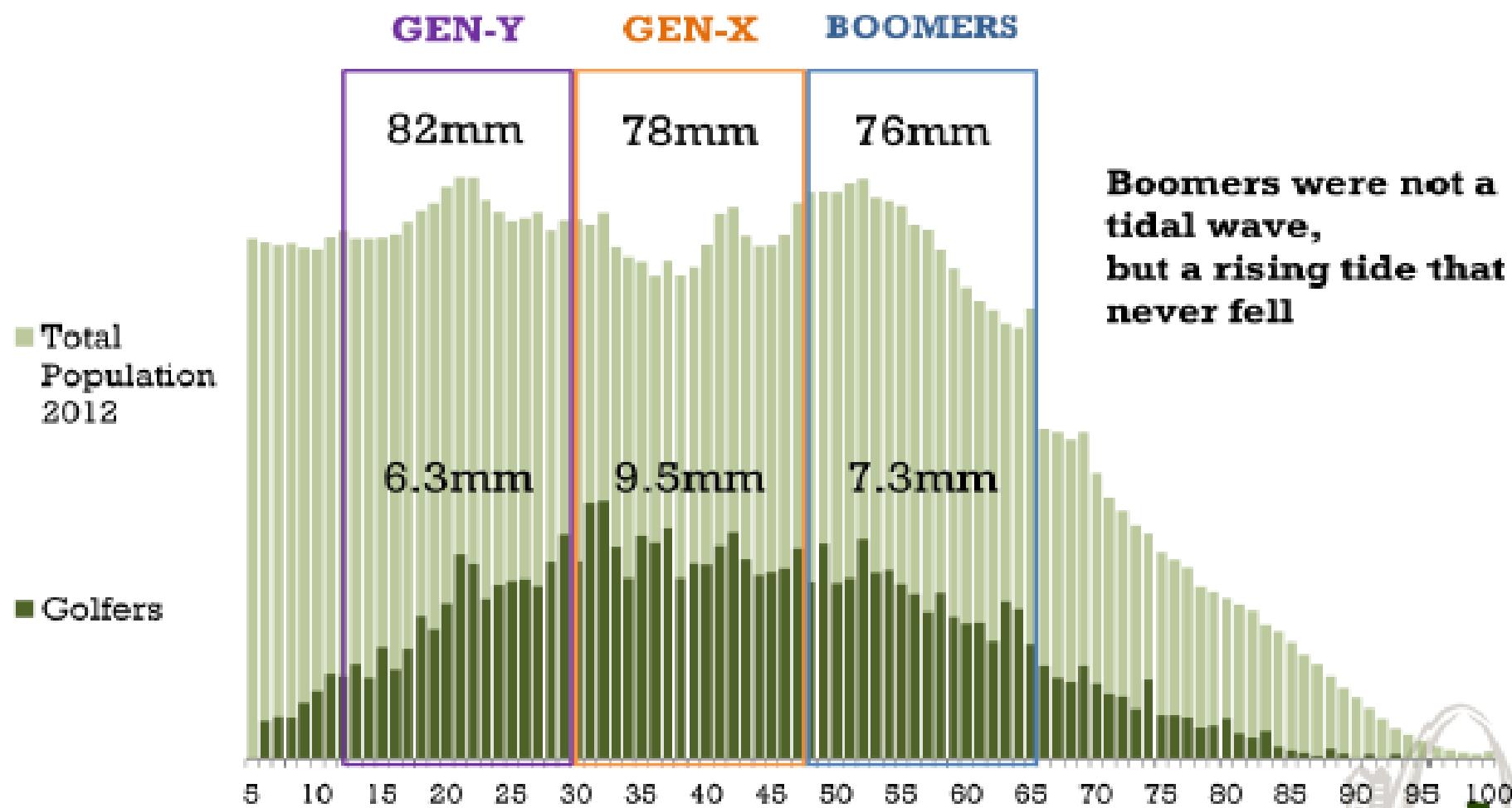
Come experience the serenity of Virginia Beach's finest resort golf course, Red Wing Lake. Just moments from the tranquil Atlantic Ocean, we offer a haven from the daily grind of life. Our course layout, with wide fairways, has become one of the best places to golf in Virginia Beach.

Average rounds played



Source: National Golf Foundation

Population by age



Source: National Golf Foundation

80% - 60%

Future of Golf

20% - 40%

Traditional

Casual

Athletic Competition

Preserve Elitism

Shorter, Easier, Walkable, Good Equipment to Rent, Value Driven

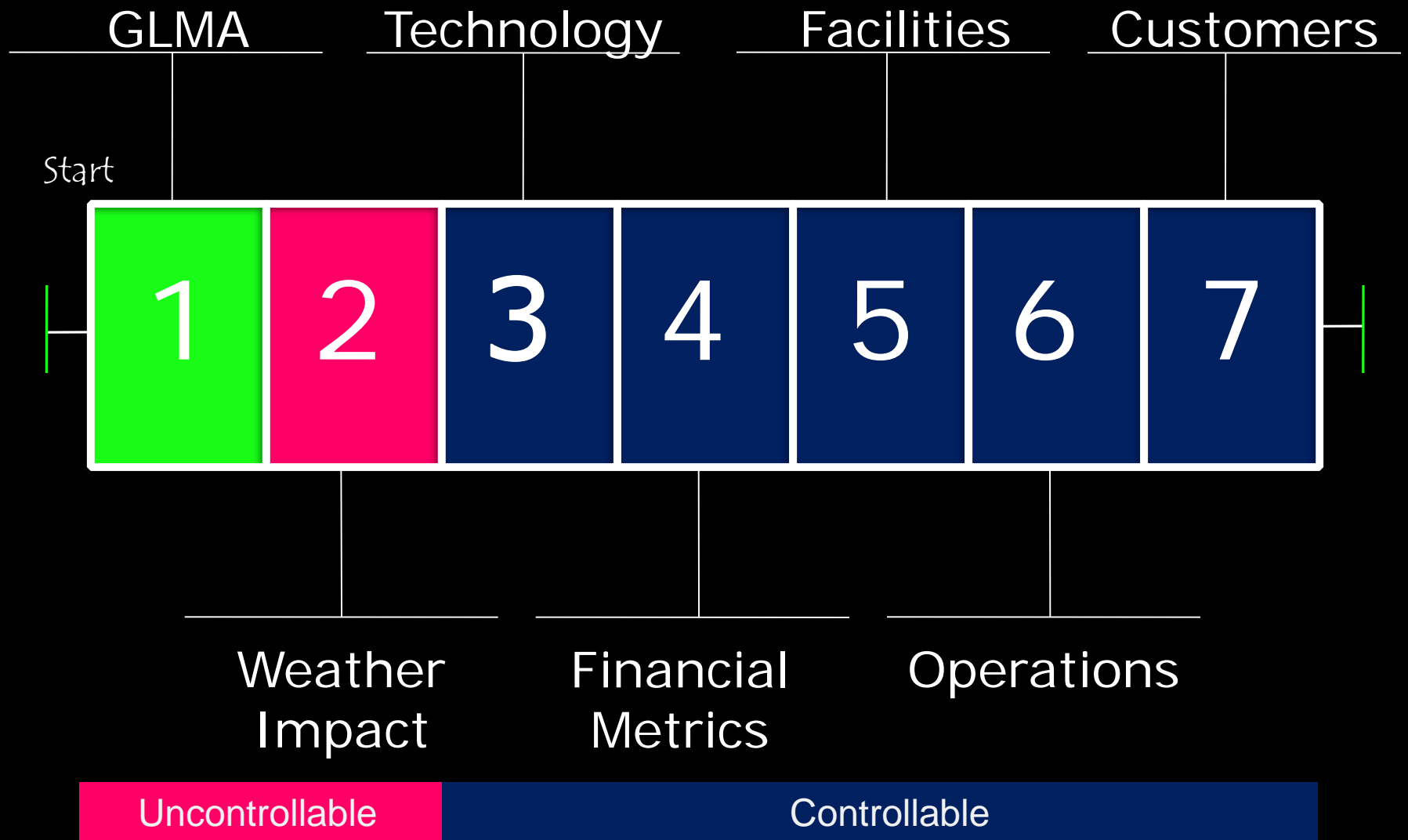
Diversify Cultures, Music, Loosen Dress Standards

Amateur and Professional Championships

Exclusive Clubs With High Initiation Fees and Dues

Better Market Segmentation of Experience

Golf Boys 2.0 Live
Feherty Live

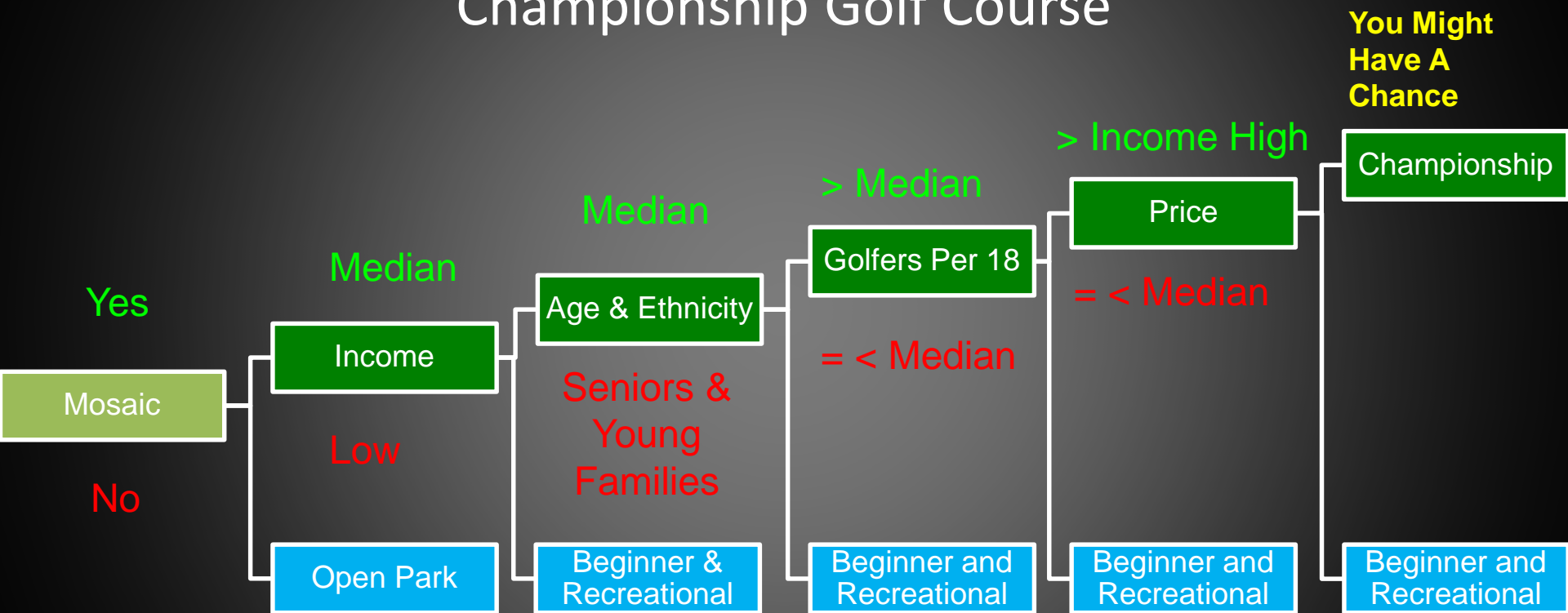


1

Six Numbers Define the Potential of Your Golf Facility

The Critical Path

The Barriers to A Fiscally Sustainable Championship Golf Course

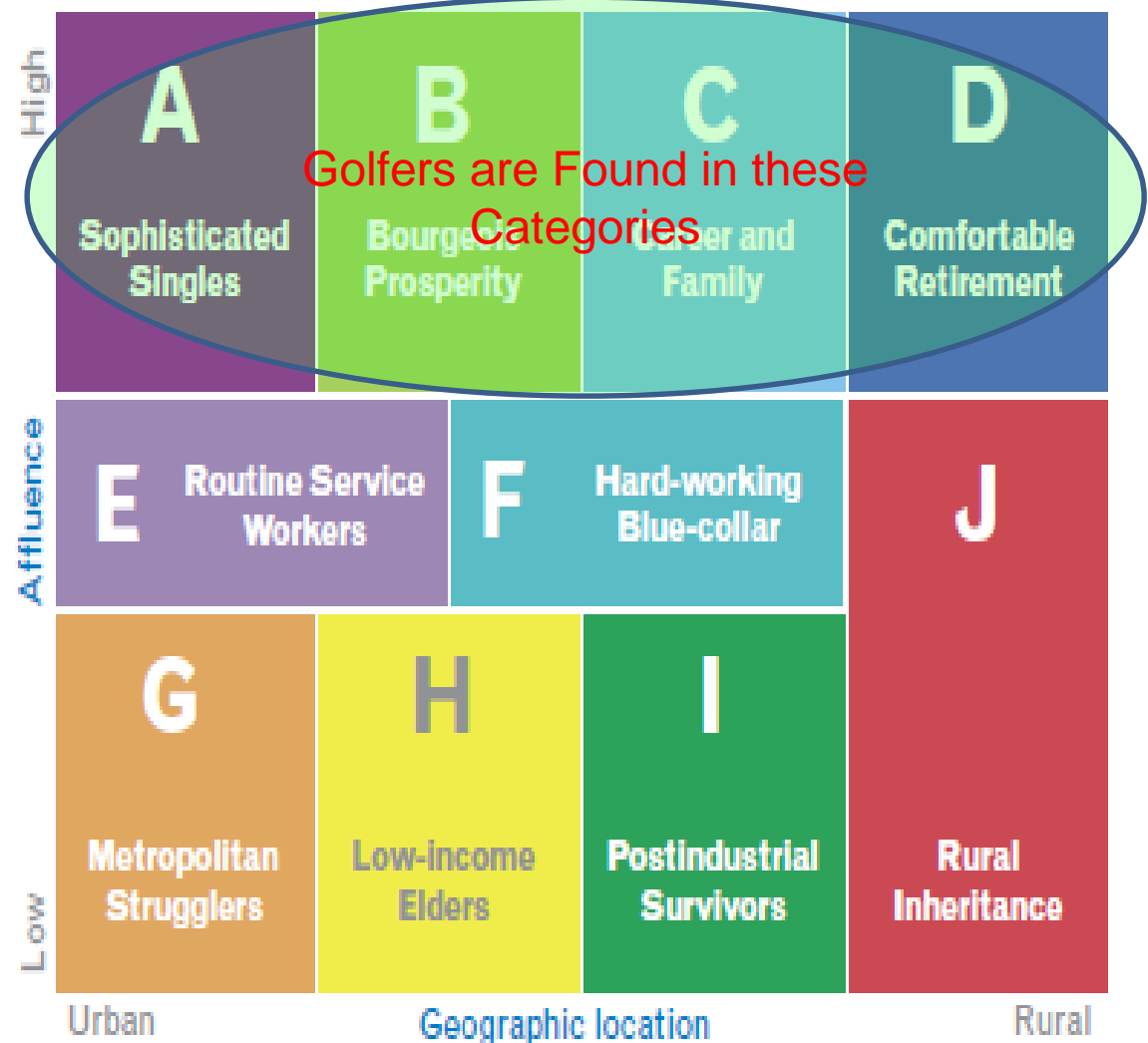


Mosaic Global

Mosaic USA is part of a global segmentation network that classifies more than 1 billion people worldwide. Organizations leverage the Mosaic Global network of more than 30 countries to unify consumer definitions around a common customer language.

Experian Marketing Services enables marketers to tap into Mosaic Global's 10 distinct groups, which share common characteristics, motivations and consumer preferences. Using highly localized statistics and the simple proposition that the world's cities share common patterns of residential segregation, the 10 Mosaic Global groups are consistent across countries.

The Mosaic Global groups are mapped against two dimensions: affluence and geographic location.



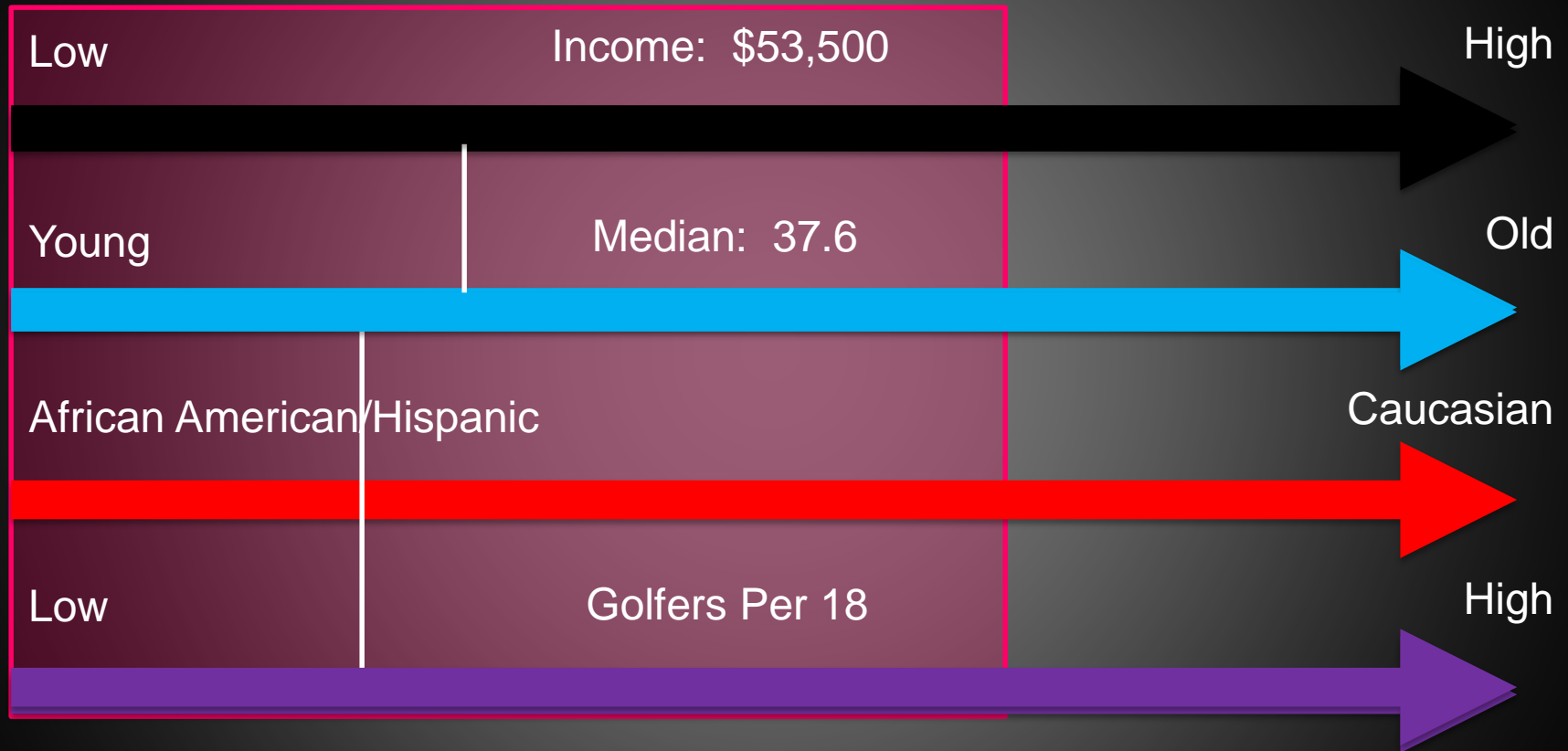
Great Hope – No Prayer

> - \$500,000

- \$250,000

Break Even

+ EBITDA



| | Crystal Mountain Resort, MI | Don Vellmer, FSU | Oak Creek, Irvine, CA | | | Mussatto, Maccomb, IL | Pine Meadow, Mundelein, IL | Cedar Creek - San Antonio |
|---------------------------|-----------------------------|------------------|-----------------------|----------|----------|-----------------------|----------------------------|---------------------------|
| | 10 Miles | 10 Miles | 5 Miles | 10 Miles | 15 Miles | 10 Miles | 10 Miles | 5 Miles |
| Top 4 Rating | -17.00% | -7.90% | 40.30% | 16.20% | 13.10% | -22.10% | 37.60% | 31.90% |
| Sophisticated Singles | -2.90% | 1.00% | 12.90% | 7.00% | 5.10% | -2.60% | 5.10% | 3.20% |
| Bourgeois Prosperity | -6.50% | -1.30% | 13.50% | 9.40% | 7.30% | -10.60% | 21.50% | 12.80% |
| Career and Family | -12.70% | -3.90% | 19.80% | 5.10% | 5.70% | -9.50% | 12.70% | 21.30% |
| Comfortable Retirement | 5.10% | -3.70% | -5.90% | -5.30% | -5.00% | 0.60% | -1.70% | -5.40% |
| Routine Service Workers | -14.90% | -6.50% | -6.00% | -2.90% | 2.00% | -14.00% | 0.10% | 3.80% |
| Hard Working Blue Collar | -3.80% | -5.40% | -10.40% | 1.30% | 0.60% | 0.40% | -9.50% | -9.10% |
| Metropolitan Strugglers | -16.20% | 26.10% | -9.70% | -0.20% | -1.00% | 19.60% | -13.50% | -9.50% |
| Low Income Elders | -1.40% | -1.80% | 0.20% | -0.30% | -0.60% | 1.50% | -0.90% | -3.00% |
| Post Industrial Survivors | 17.50% | 1.20% | -7.10% | -6.90% | -6.80% | 3.60% | -6.50% | -6.70% |
| Rural Inheritance | 35.70% | -5.80% | -7.40% | -7.40% | -7.40% | 10.80% | -7.40% | -7.40% |

Bethpage State Park

Radial Trade Area, 5 miles

| | Number | Percent | |
|---------------------------|----------------------------|---------|---------|
| | Radial Trade Area, 5 miles | | |
| | Number | Percent | -4.10% |
| Sophisticated Singles | 2,193 | 0.60% | -2.30% |
| Bourgeois Prosperity | 61,140 | 16.80% | 3.30% |
| Career and Family | 31,936 | 8.80% | -4.40% |
| Comfortable Retirement | 23,026 | 6.30% | -0.70% |
| Routine Service Workers | 226,029 | 62.20% | 44.20% |
| Hard Working Blue Collar | 5,839 | 1.60% | -9.30% |
| Metropolitan Strugglers | 7,310 | 2.00% | -14.80% |
| Low Income Elders | 4,774 | 1.30% | -1.80% |
| Post Industrial Survivors | 1,184 | 0.30% | -7.00% |
| Rural Inheritance | 20 | 0.00% | -7.40% |
| Total | 363,451 | 100.00% | 0.00% |

| | Emerald Greens | | | Fox Hills | | | Shanty Creek | | |
|---------------------------|----------------|---------|---------|-----------|--------|--------|--------------|---------|---------|
| | 5 | 10 | 20 | 5 | 10 | 20 | 5 | 10 | 20 |
| Sophisticated Singles | -13.10% | -10.10% | -3.30% | 54.90% | 30.30% | 14.90% | 4.10% | -7.00% | 1.00% |
| Bourgeois Prosperity | -2.90% | -2.90% | -2.50% | -2.40% | 2.10% | 0.60% | -2.90% | -2.90% | -2.90% |
| Career and Family | 5.30% | -1.40% | 2.50% | 35.20% | 16.10% | 10.20% | 9.50% | 2.30% | 8.20% |
| Comfortable Retirement | -9.80% | -5.50% | -2.70% | 26.60% | 13.00% | 4.20% | -9.90% | -11.00% | -8.00% |
| Routine Service Workers | -5.70% | -0.30% | -0.60% | -4.50% | -0.90% | -0.10% | 7.40% | 4.60% | 3.70% |
| Hard Working Blue Collar | 21.30% | 10.60% | 5.90% | -13.30% | -9.30% | -3.80% | -10.20% | -12.00% | -7.90% |
| Metropolitan Strugglers | -7.00% | 0.10% | -1.80% | -8.80% | -6.80% | 1.70% | -9.50% | -5.20% | -4.40% |
| Low Income Elders | -16.80% | -13.30% | -14.80% | -16.60% | -0.50% | -0.60% | -16.40% | -16.10% | -15.70% |
| Post Industrial Survivors | -3.10% | -2.40% | -2.30% | -3.00% | -1.20% | -1.30% | 3.00% | 1.50% | 0.90% |
| Rural Inheritance | 11.60% | 7.10% | 4.60% | -6.10% | -5.20% | -4.00% | 17.70% | 14.20% | 7.40% |
| Total | 6.90% | 8.00% | 11.60% | -7.10% | -7.30% | -7.10% | 11.30% | 24.40% | 18.80% |
| | 0.00% | 0.00% | | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |

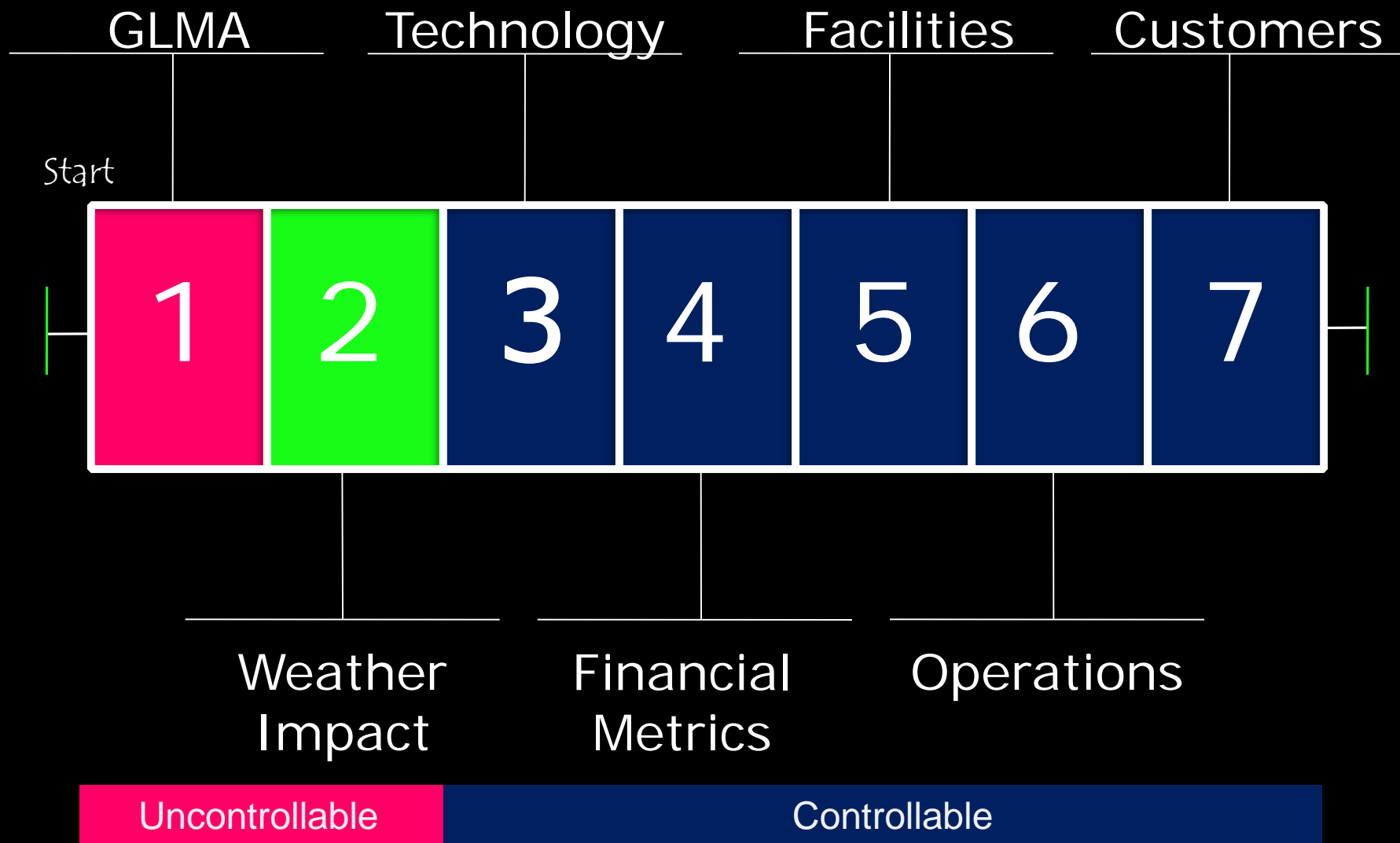
| Management | Course Name | Miles | Income | Age | Hispanic | Black | Asian | Slope Rating | Golfers |
|-------------------------|------------------|-------|----------|------|----------|--------|--------|--------------|---------|
| Alamo Trail | Cedar Creek | 5 | \$76,890 | 31.3 | 41.50% | 6.50% | 6.50% | 132 | 2,298 |
| City of Brooklyn Park | Edinburgh | 10 | \$63,595 | 36.1 | 5.50% | 12.40% | 7.30% | 141 | 4,129 |
| City of Charlotte | Renaissance Park | 5 | \$47,870 | 34.1 | 22.70% | 38.40% | 3.50% | 126 | 3,897 |
| City of Charlotte | Charles T. Myers | 5 | \$49,410 | 34.1 | 17.10% | 32.30% | 4.20% | 120 | 3,843 |
| City of Columbus | Champions | 5 | \$41,655 | 32.9 | 5.70% | 30.00% | 4.20% | 127 | 8,584 |
| City of Columbus | Turnberry | 5 | \$53,937 | 34.5 | 4.50% | 30.40% | 2.10% | 124 | 4,639 |
| Crystal Mountain Resort | Highlands | 10 | \$41,800 | 45.9 | 2.10% | 0.50% | 0.10% | 128 | 379 |
| Irvine Company | Oak Creek | 5 | \$90,186 | 36 | 14.30% | 1.90% | 32.70% | 133 | 3,848 |
| Irvine Company | Oak Creek | 10 | \$80,752 | 35.6 | 36.60% | 1.60% | 15.90% | 133 | 3,680 |
| Jemsek Family | Pine Meadow | 10 | \$87,833 | 40.1 | 13.70% | 2.90% | 9.20% | 138 | 1,524 |
| Western Illinois | Harry Mussatto | 10 | \$31,694 | 28.2 | 2.90% | 6.20% | 2.20% | 133 | 742 |



What About Bethpage: The Winner

| Management | Miles | Income | Age | Hispanic | Black | Asian | Slope Rating | Golfers - 5 | Golfers - 10 |
|------------|-------|--------|-----|----------|-------|-------|--------------|-------------|--------------|
| Bethpage | 5 | 176 | 112 | 73 | 55 | 139 | 126 | 5,380 | 3,164 |

| Course Name | Miles | Income | Age | Hispanic | Black | Asian | Slope Rating | Golfers/18 |
|--------------|-------|----------|-------|----------|-------|-------|--------------|------------|
| Emerald | 5 | \$62,207 | 43.30 | 2.60 | 0.40 | 0.20 | 142 | 341 |
| Emerald | 10 | \$52,219 | 40.80 | 4.20 | 0.70 | 0.30 | 142 | 1,621 |
| Fox Hill | 5 | \$95,778 | 42.90 | 2.60 | 3.50 | 9.70 | 137 | 663 |
| Fox Hill | 10 | \$65,710 | 36.70 | 3.40 | 10.50 | 9.80 | 137 | 1,954 |
| Shanty Creek | 5 | 45,138 | 52.50 | 1.70 | 0.10 | 0.40 | 137 | 107 |
| Shanty Creek | 10 | 43,138 | 48.10 | 1.60 | 0.10 | 0.20 | 137 | 193 |



2

Historical Weather Reporting &
Leveraging Weather Forecasting is an
Underutilized resource

Weather matters to ALL golf course operators

“How many days over the next 2 weeks will it rain?”

**it's always on
your mind!**

“Will it be too hot for people to golf?”

“When should I chose to run promotions?”

“How many employees will I need to schedule?”

“How has weather impacted my sales in the past?”

“How will the weather impact my business this week?”

“How many golf playable days will I have in the next 14 days?”

“Will mother nature take care of my course watering needs?”



hot cold snow wet dry windy

The Only Accurate 11-Month Ahead Forecast with Business Analytics

What would you do differently in your business and your life if you knew the weather months in advance? Try it Now!



OR

SIGN UP

Retailers & Supply Chain

Agriculture

Small Business

Financial Services

Welcome to weathertrends360, a complete, global, web solution to help retailers and suppliers capitalize on the weather and its influence on sales and marketing plans up to a year ahead.

Learn how to become PROACTIVE vs REACTIVE with the weather in every phase of your business - how much inventory to buy/produce, where to allocate more/less, when to run weather-optimized advertising/marketing campaigns - weathertrends360 can help you determine all of this in minutes!



Companies who depend on weathertrends360

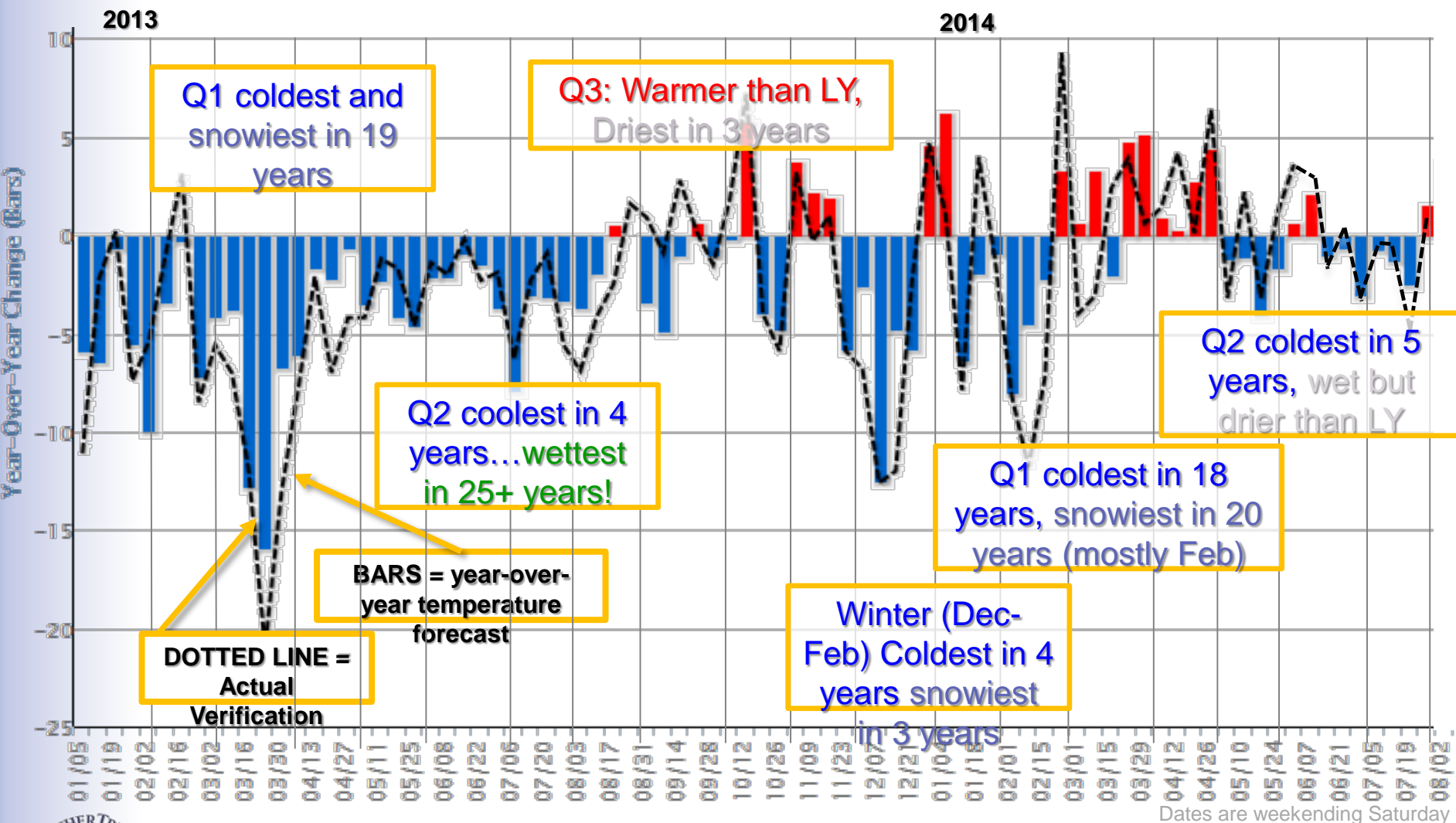


Morgan Stanley



KOHL'S
expect great things

NATIONAL Year-Ahead WEEKLY Temperature Trends/Accuracy **88%**



Year-ahead Temperature Accuracy 86% MAE +/-1.1°F...more accurate than a DAY 5 forecast!

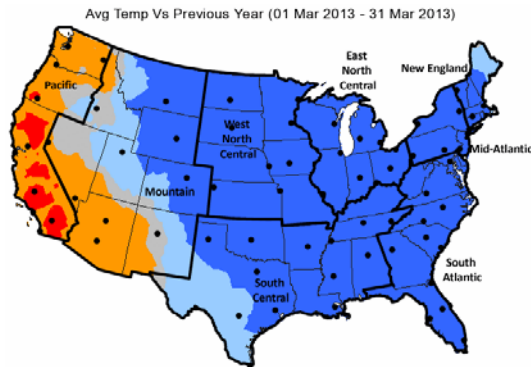
Copyright © 2014 Weather Trends International



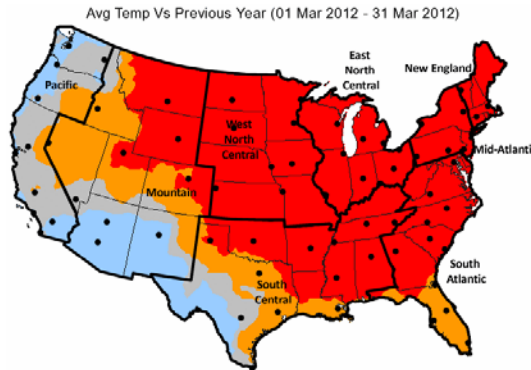
Volatile Weather = MAJOR BUSINESS RISK!

The weather repeats from year-to-year less than 15% of the time!

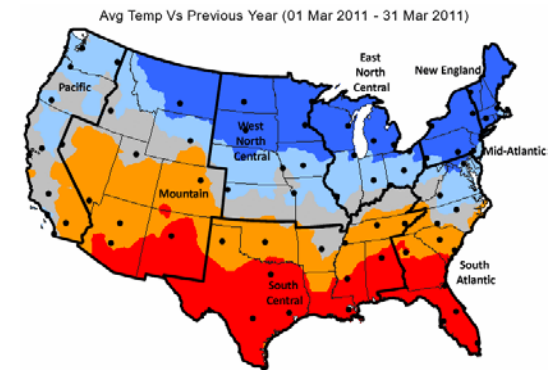
2013



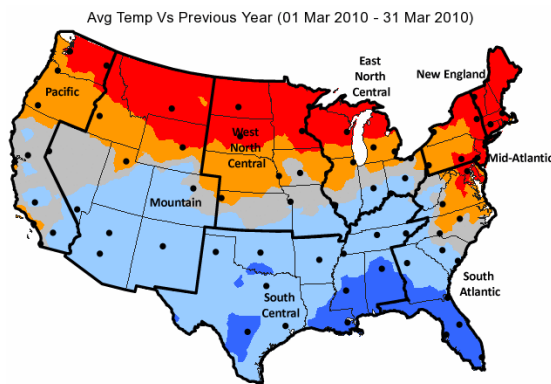
2012



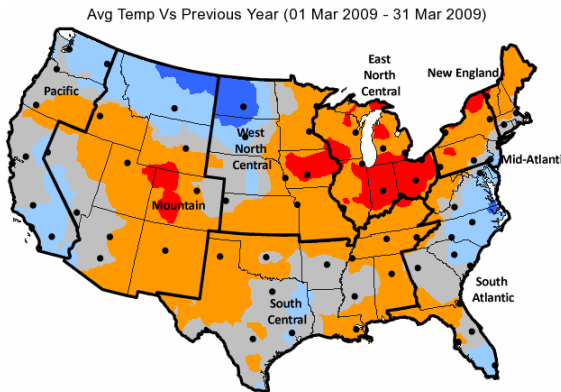
2011



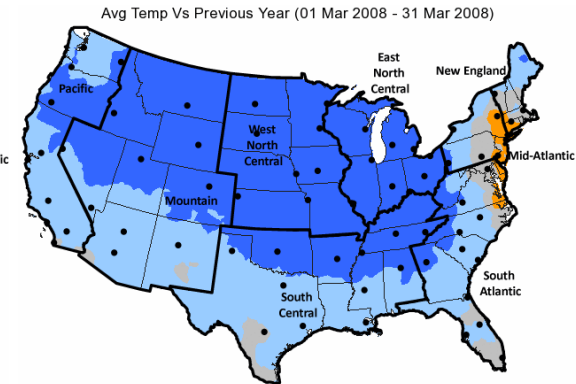
2010



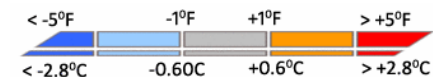
2009



2008

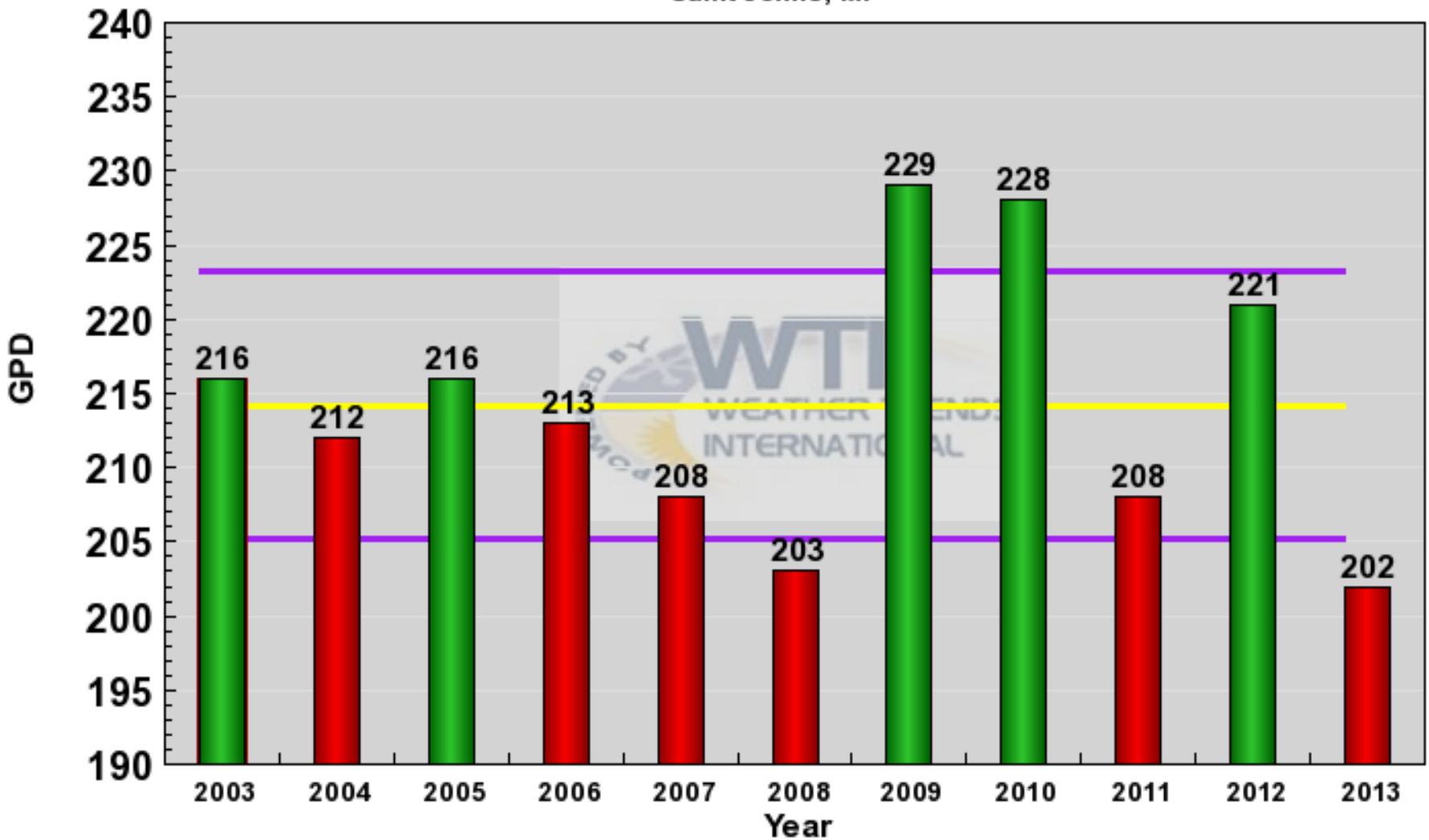


Note: Maps shown are March year-over-year temperatures. If the weather is identical, the maps would be grey which happens about 15% of the time or less.



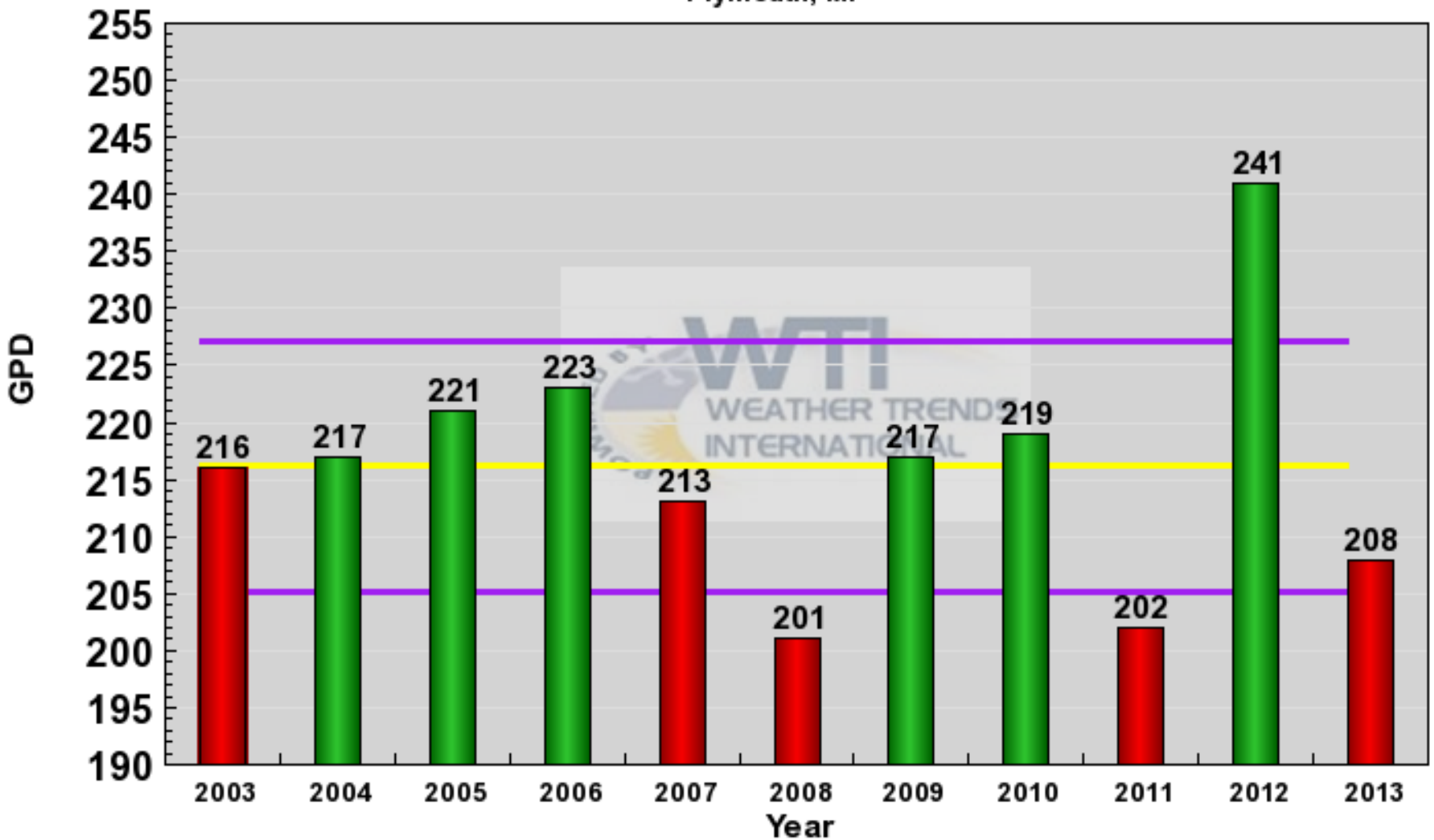
Golf Playable Days

Saint Johns, MI



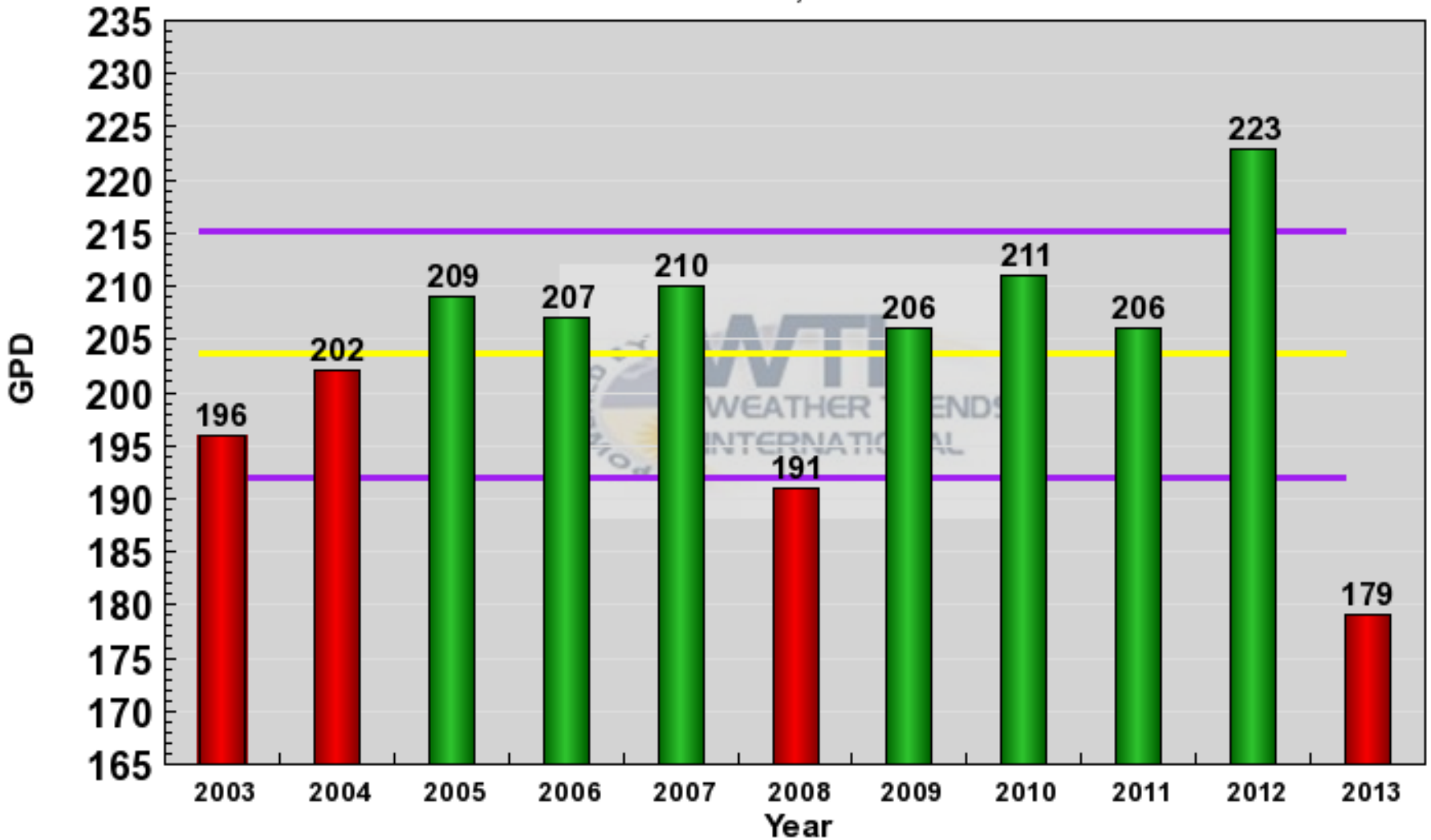
Golf Playable Days

Plymouth, MI



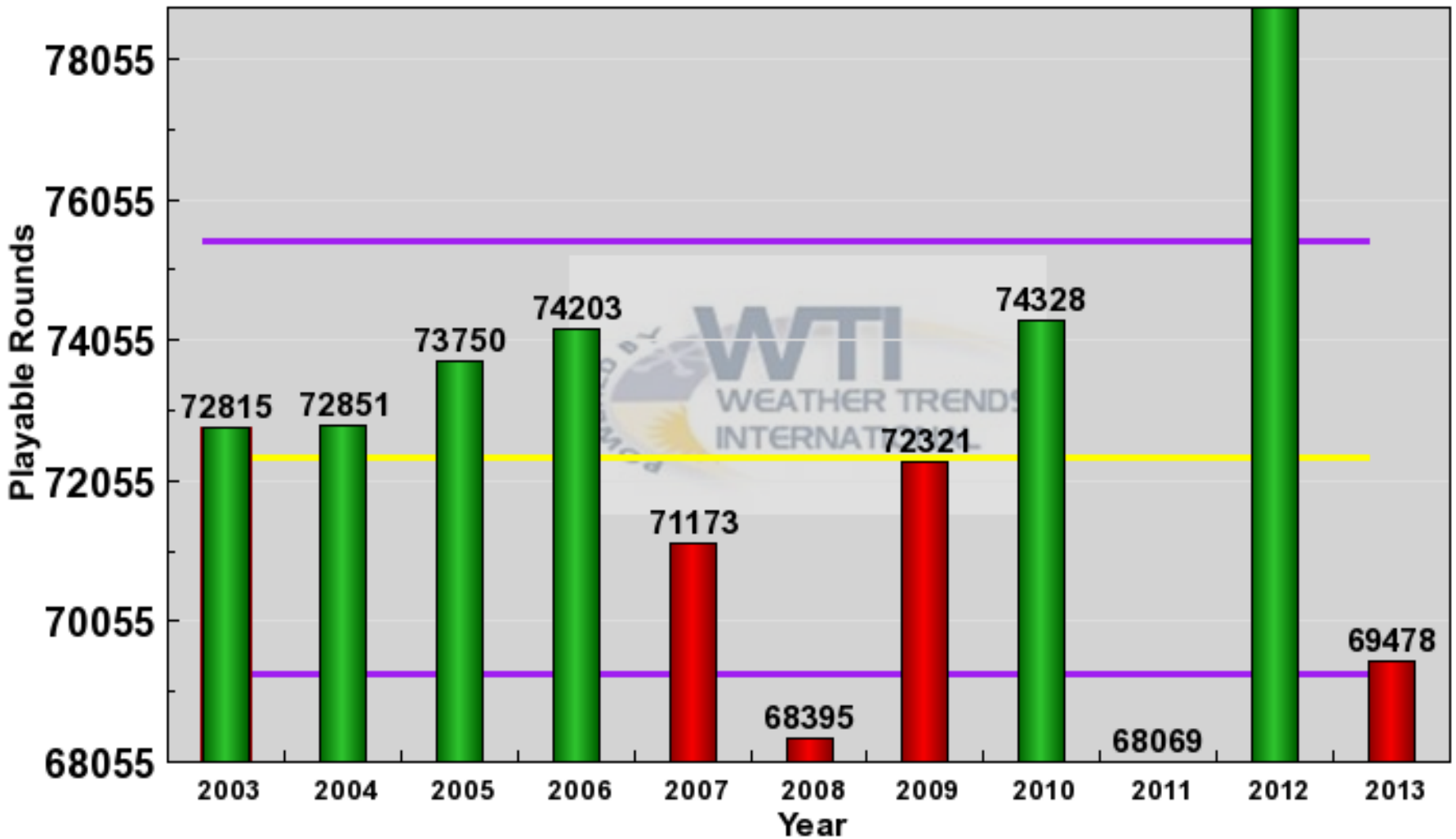
Golf Playable Days

Bellaire, MI



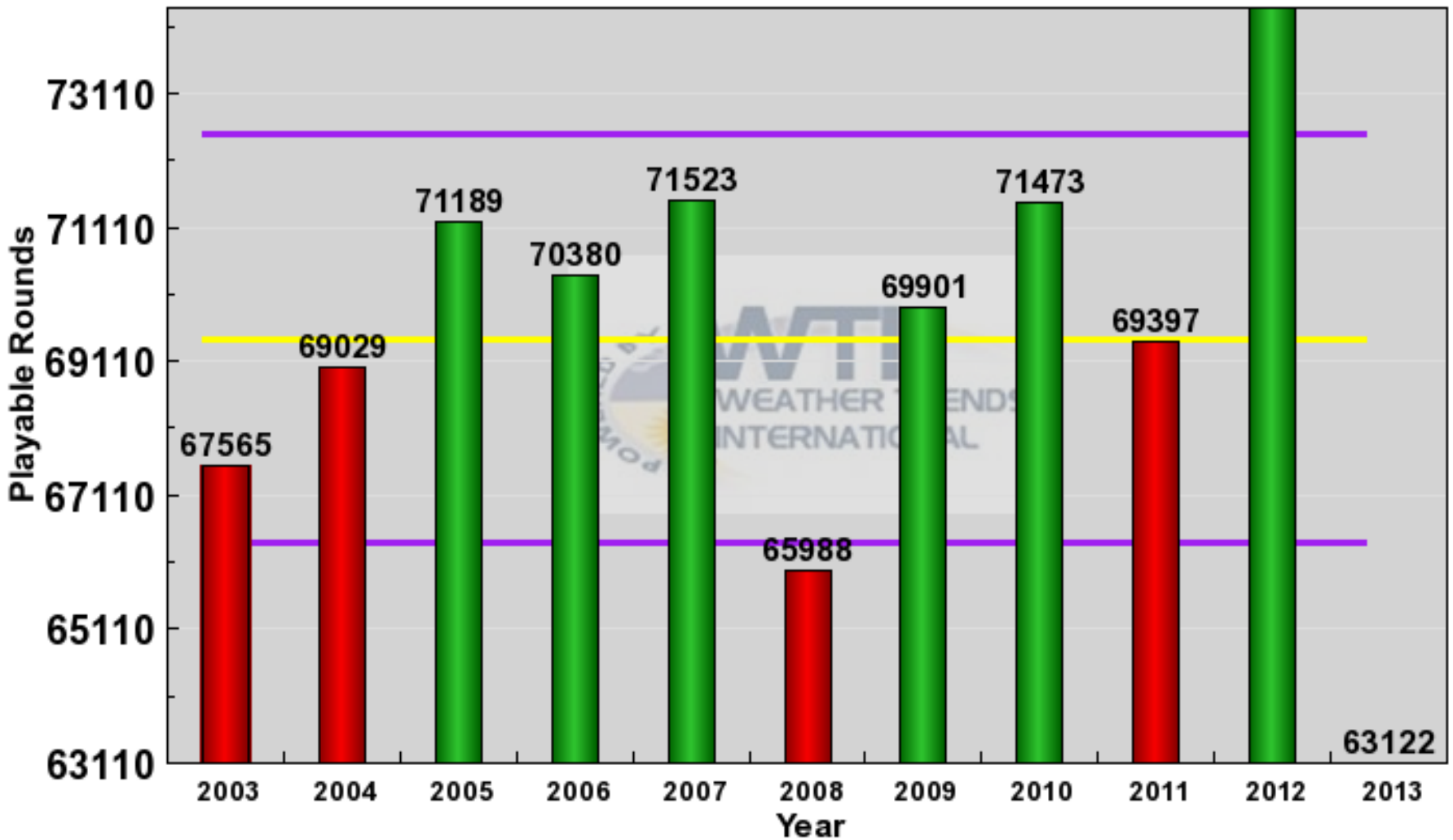
Yearly Playable Rounds

Plymouth, MI



Yearly Playable Rounds

Bellaire, MI

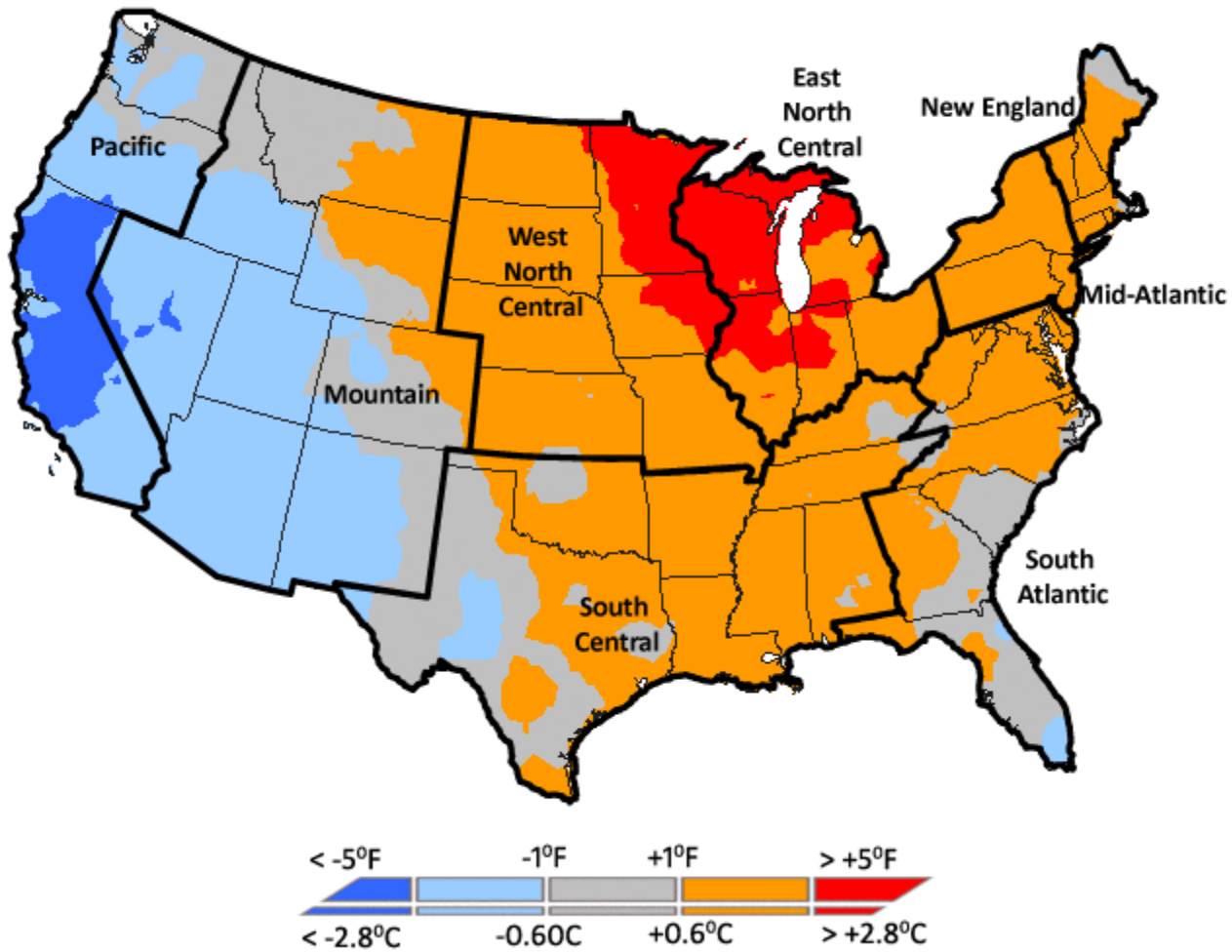


| Course | Golf Playable Rounds | Departure From Average | REVPAR | Revenue Exposure |
|-------------------------------|----------------------|------------------------|--------|------------------|
| Week 1 (Starting 2014-09-15) | | | | |
| Arlington Ridge | 1,408 | -123 | | |
| Balcones | 1,760 | 65 | | |
| Bay Hill | 1,888 | 122 | | |
| Buffalo | 1,632 | 76 | | |
| Columbus | 1,760 | 73 | | |
| Dallas | 1,696 | 115 | | |
| Dublin | 1,728 | 97 | | |
| Eagle Landing | 1,216 | -290 | | |
| Eagle Ridge | 1,792 | 313 | | |
| Harbor Links | 1,920 | 197 | | |
| Houston | 1,824 | 77 | | |
| Las Vegas | 1,984 | 71 | | |
| Legends Resort | 640 | -1,027 | | |
| Los Angeles | 2,016 | 86 | | |
| Minebrook | 1,824 | 189 | | |
| New York | 1,920 | 219 | | |
| Ocean Breeze | 1,344 | -129 | | |
| Orlando (Disney) | 1,408 | -118 | | |
| Oronoque | 1,888 | 179 | | |
| Palm Beach | 1,440 | 137 | | |
| Palm Springs | 1,824 | 125 | | |
| Rhodes Ranch | 1,888 | 131 | | |
| Ridgeview Ranch | 1,984 | 195 | | |
| Riverchase | 1,920 | 170 | | |
| San Diego | 1,440 | -502 | | |
| San Francisco | 2,016 | 215 | | |
| SilverHorn | 1,792 | 67 | | |
| Southwyck | 1,824 | 169 | | |
| Stone Creek | 1,856 | 185 | | |
| The Orchards | 1,696 | 151 | | |
| The Tides | 1,728 | 39 | | |

2015 Forecast

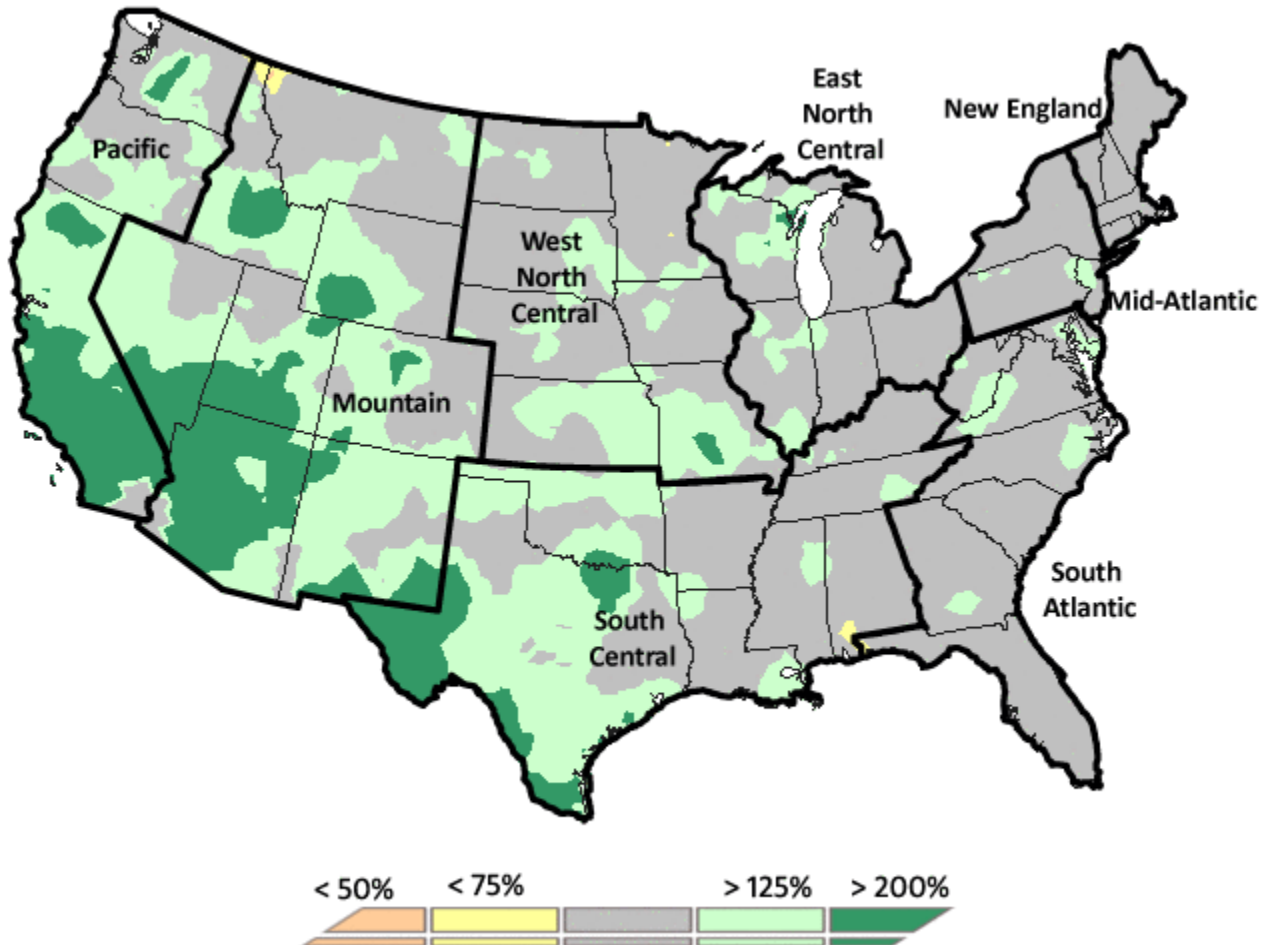
2015 Year-Ahead Forecast

Max Temp Vs Previous Year (01 Jan 2015 - 31 Jul 2015)



2015 Year-Ahead Forecast

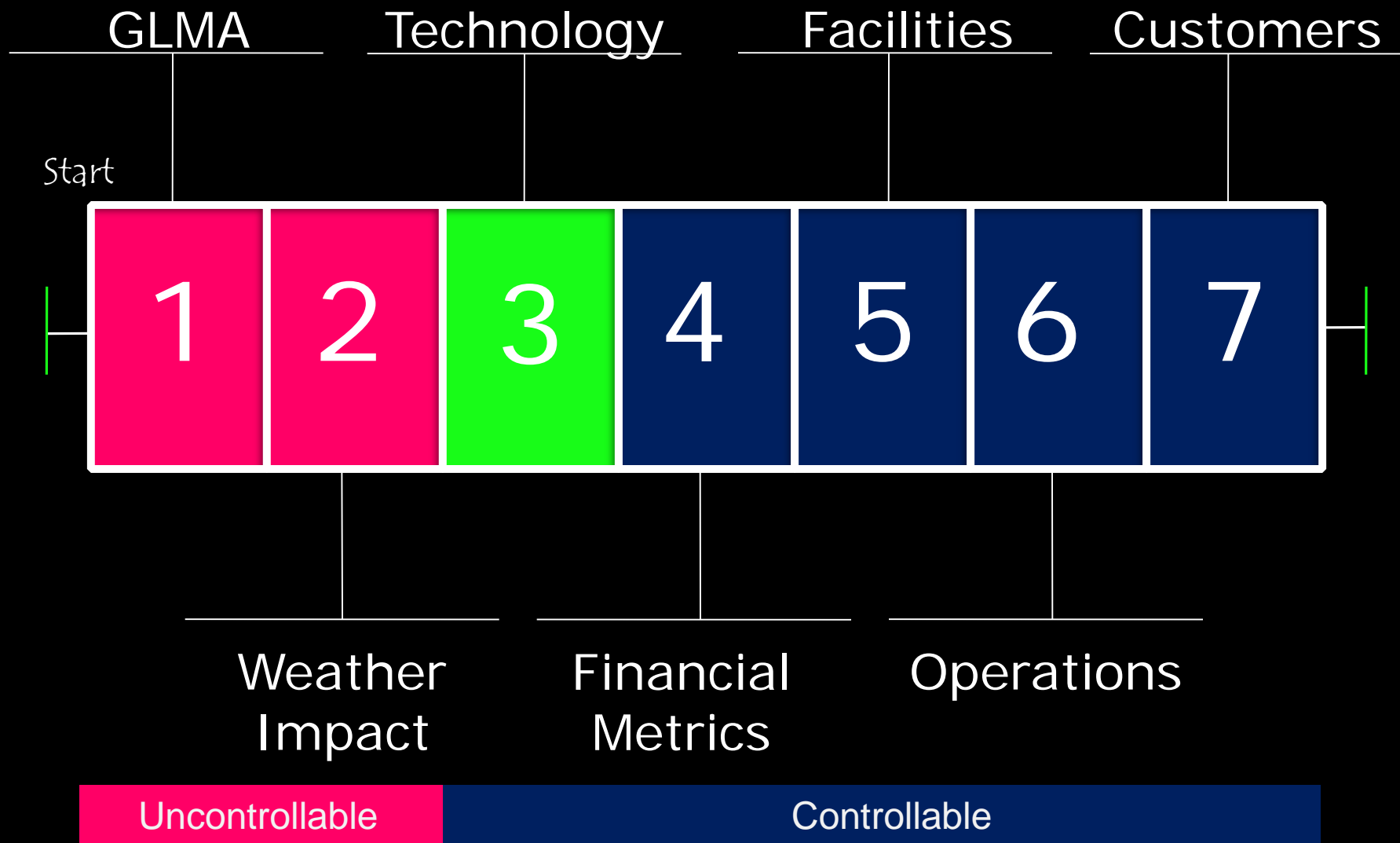
Total Precip Vs Previous Year (01 Jan 2015 - 31 Jul 2015)



DID YOU
KNOW

Controllable

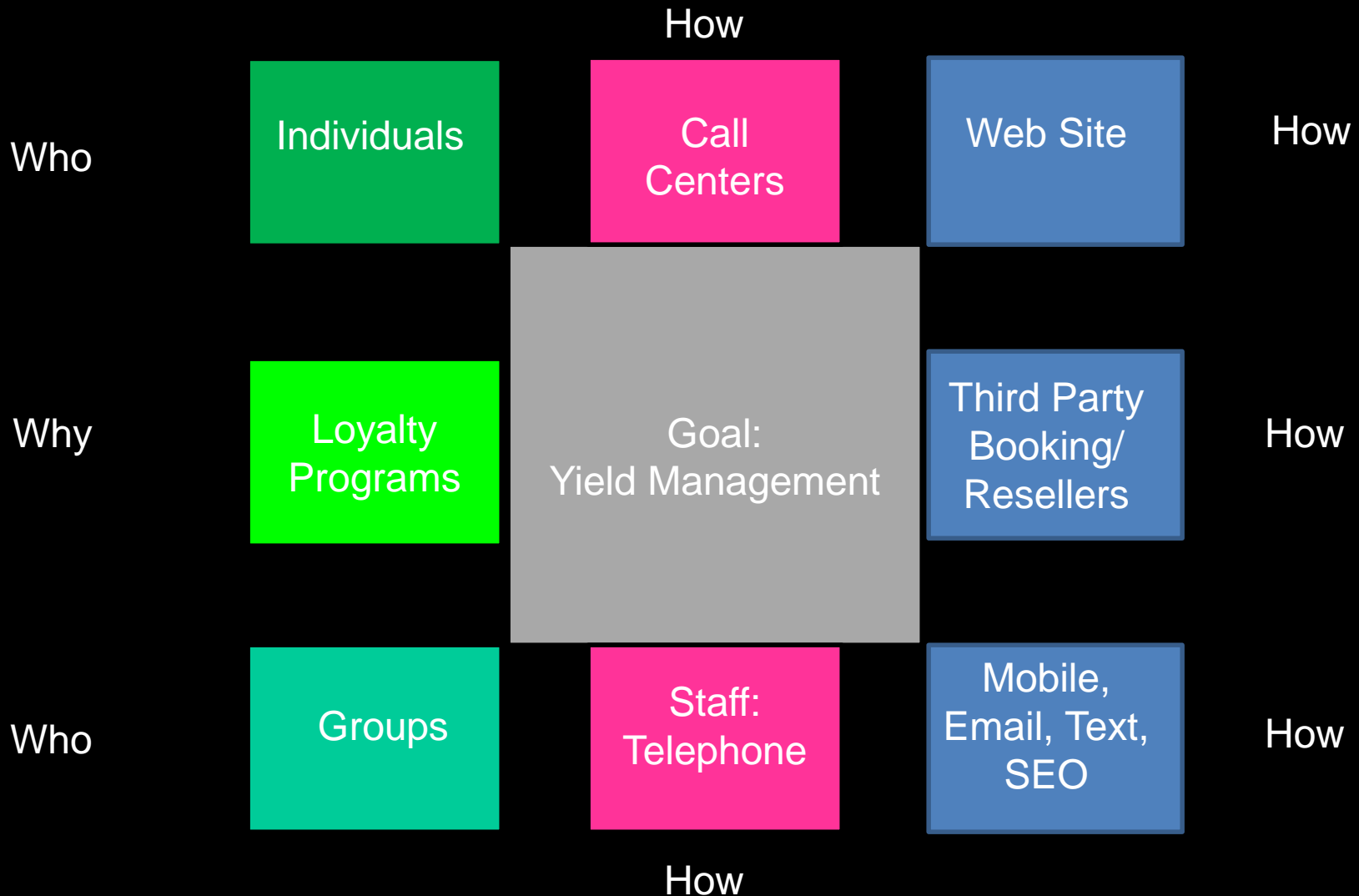




3

Technology is underutilized by nearly all golf courses. The web site design of 98% of all golf courses is poor; thus yield per round is not optimized.

Numerous Channels to Book Revenue



Email Database

Website

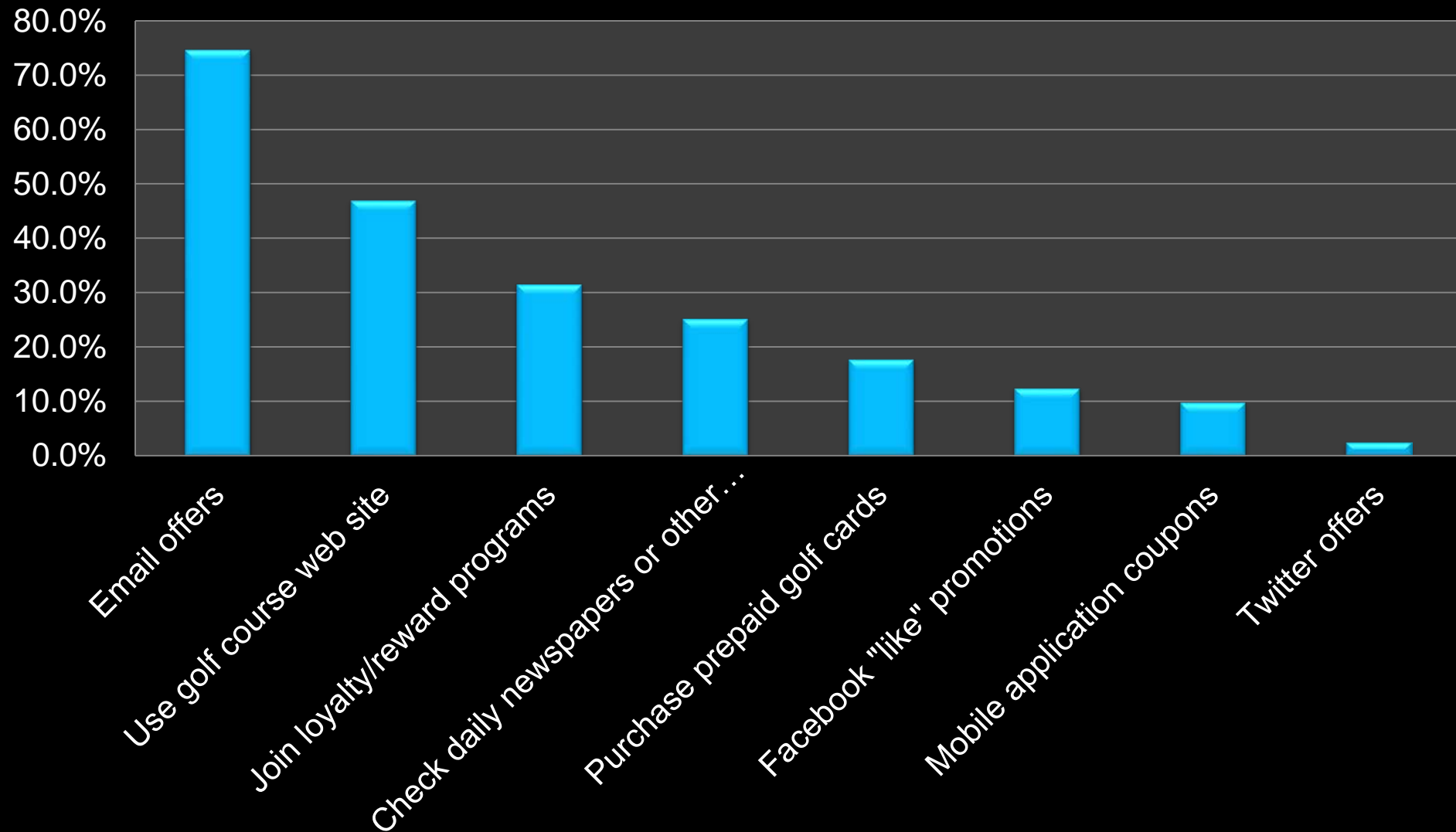
Facebook or
Google Circles

Twitter

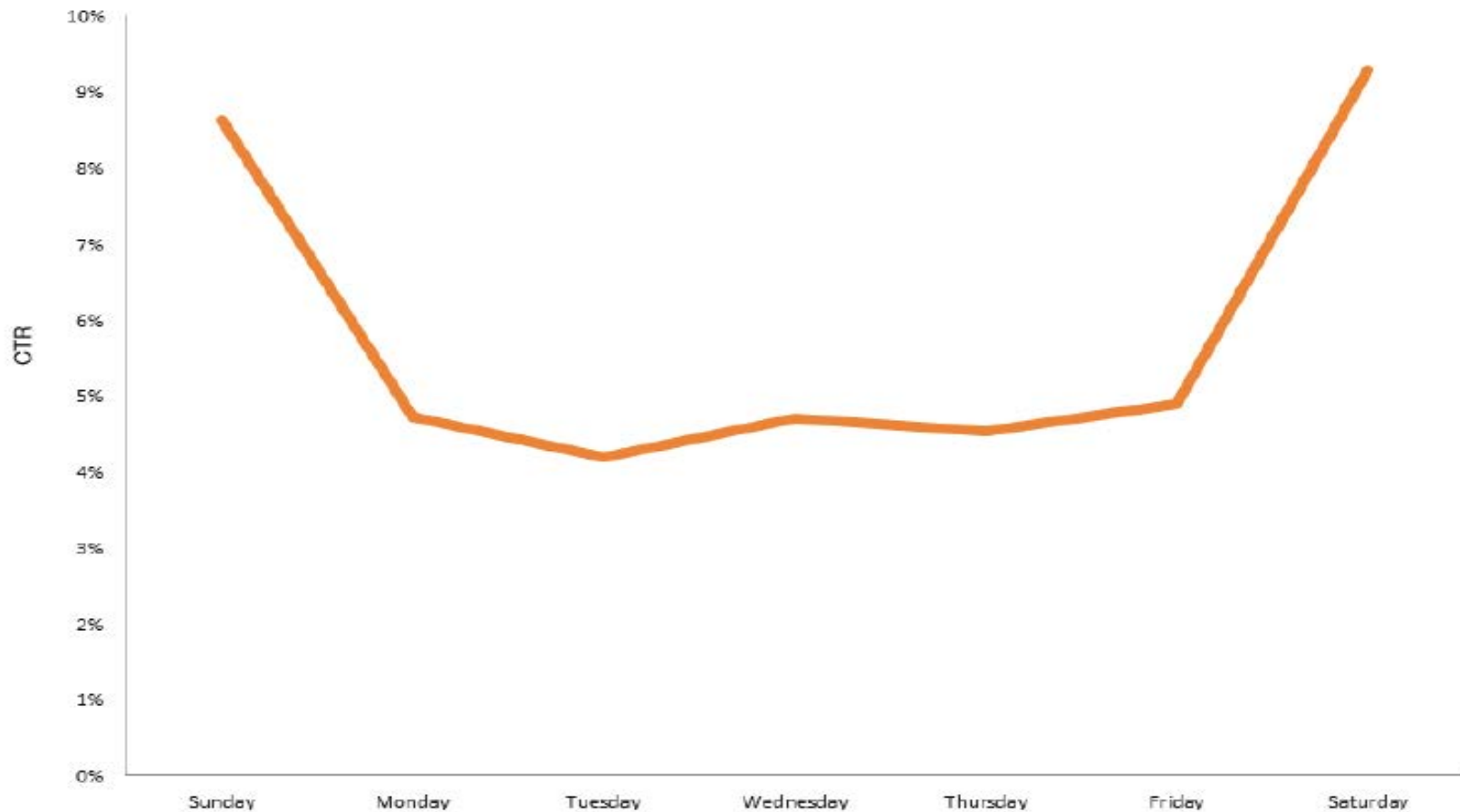
You Tube

Linked In

To Learn About the Course & Specials

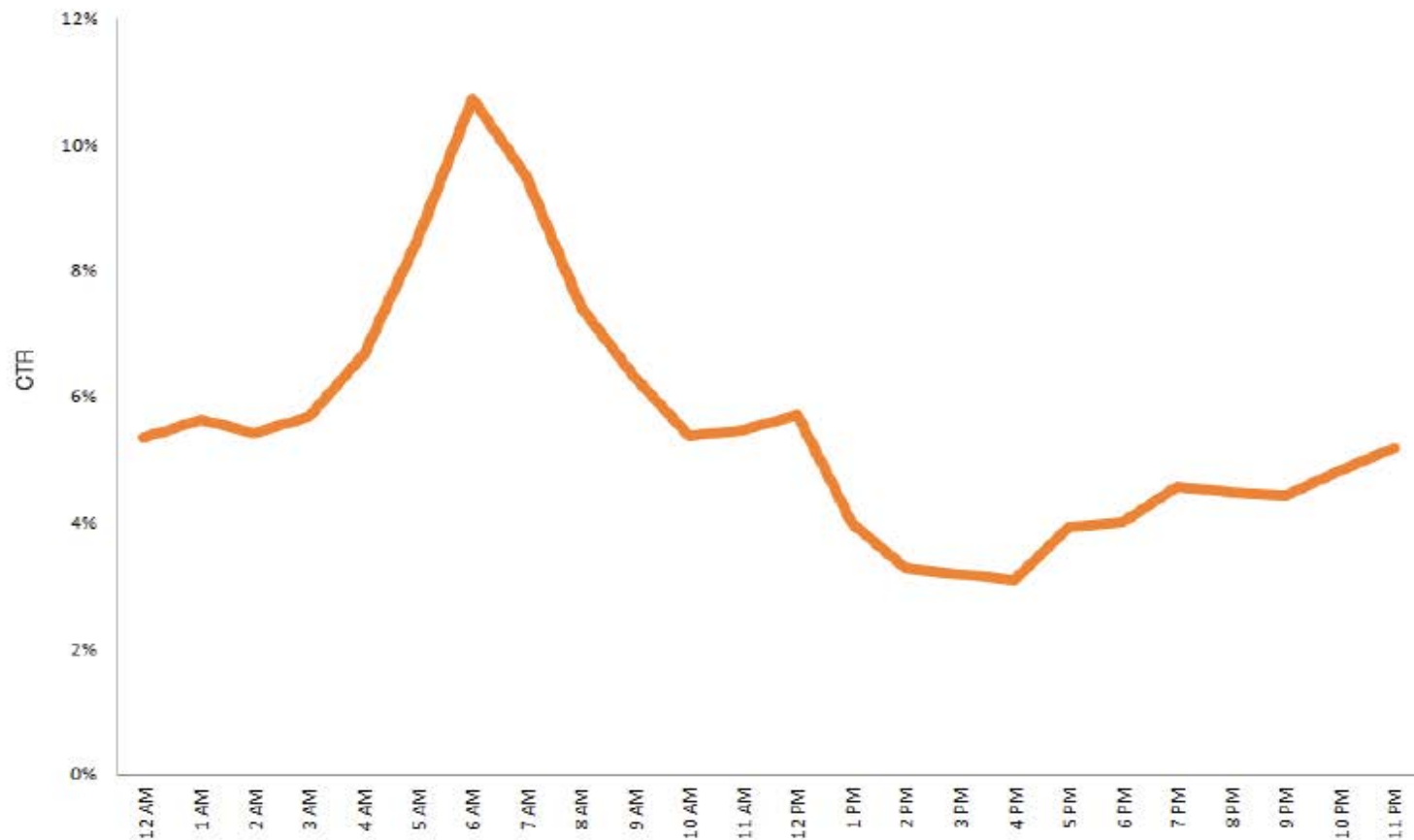


Effect of Day-of-Week on Clickthrough Rate



Source: Dan Zarrella, Social Media Scientist, Hubspot, "The Science of Email Marketing"

Effect of Time-of-Day on Clickthrough Rate



Source: Dan Zarrella, Social Media Scientist, Hubspot, "The Science of Email Marketing

Email to Database

Website

Facebook or
Google Circles

Twitter

You Tube

Linked In

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"The Gem of Mid-Michigan Golf!"



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Book Tee Times

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Please complete the following form to enroll yourself into our email subscriptions. This information is required to customize email messages and offers we will be sending you. We take your privacy seriously. This information is not shared with anyone and you can remove yourself from any subscriptions whenever you want.

Complete your enrollment by filling out the following form and clicking the 'Continue' button.

Please Complete Your Information

Email:

Continue

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© 2014 The Emerald Golf Course | 2300 West Maple Rapids Road | Saint Johns, MI 48879 | [\(989\) 224-6287](tel:9892246287)
Designed and Hosted by [i-2-i Marketing](#)



Designed by Jerry Matthews

Come experience The Emerald, our 18-hole course provides quality playing conditions and one of the best values in the area. Whether you are just stopping by the golf shop for some gear or spending a day on the course, our friendly and courteous staff is always ready and waiting to assist you.

Up North Beauty Closer to Home

The Emerald Golf Course brings all of the picturesque beauty that you love about the North woods right here to Mid-Michigan. Picture yourself surrounded by stately maples and tall great oaks...a gently flowing brook and the sounds of wildlife surround you as you tee off the perfect drive... no wonder The Emerald Golf Course is considered the "Gem" of Mid-Michigan golf! Experience it for yourself and [book your tee time](#) today!

Come discover why *Golf Digest's* 2001 Golf for Women's magazine ranked us one of the top 100 courses in the country.

Look Like a Pro & Play Like One Too

You might not be able to play like the pros...but you can at least look like one! Our golf shop has all of the hottest accessories, featuring the best name brands. From men and women's apparel and equipment to bags, shoes, balls and more - we have a huge selection all season long. The Emerald Golf Course has what you need to look like you're part of the tour!

You'll fall in love with our bentgrass tees, fairways, and everything else this Mid-Michigan "gem" has to offer. But don't take our word for it. Come and see for yourself.

Enjoy More Than Golf

Looking for something more than just a golf course? In addition to 18 holes of challenging play, The Emerald Golf Course has giant hardwoods, a scenic pond and other waterways throughout the rolling landscapes. We also feature a clubhouse offering panoramic views of the course on all sides. You'll love the golf *and* the scenery.

The Emerald Golf Course strives to provide the best golfing experience at the best value. We look forward to providing you with an unforgettable experience, stop by today.

| Hole | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | Out | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | In | Total |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-------|
| Par | 4 | 4 | 5 | 3 | 4 | 4 | 5 | 3 | 4 | 36 | 4 | 4 | 3 | 4 | 4 | 5 | 3 | 5 | 4 | 36 | 72 |
| Men's HCP | 1 | 9 | 11 | 3 | 15 | 7 | 13 | 17 | 5 | | 18 | 12 | 6 | 4 | 8 | 14 | 2 | 16 | 10 | | |
| Emerald 72.3/142 | 395 | 363 | 542 | 223 | 332 | 433 | 547 | 150 | 403 | 3408 | 317 | 345 | 187 | 384 | 444 | 511 | 210 | 451 | 362 | 3211 | 6619 |
| Diamond 69.8/130 | 378 | 363 | 503 | 207 | 313 | 417 | 512 | 129 | 358 | 3180 | 299 | 299 | 163 | 363 | 365 | 463 | 182 | 443 | 349 | 2926 | 6106 |
| Gold Women 74.9/136 | 368 | 342 | 492 | 193 | 288 | 406 | 500 | 118 | 338 | 3045 | 289 | 276 | 154 | 355 | 356 | 453 | 168 | 432 | 339 | 2822 | 5867 |
| Gold Men 68.7/128 | 368 | 342 | 492 | 193 | 288 | 406 | 500 | 118 | 338 | 3045 | 289 | 276 | 154 | 355 | 356 | 453 | 168 | 432 | 339 | 2822 | 5867 |
| Ruby Women 70/123 | 320 | 310 | 435 | 144 | 253 | 365 | 434 | 102 | 283 | 2646 | 251 | 221 | 105 | 306 | 313 | 383 | 120 | 390 | 296 | 2385 | 5031 |
| Ruby Men 68.7/128 | 320 | 310 | 435 | 144 | 253 | 365 | 434 | 102 | 283 | 2646 | 251 | 221 | 105 | 306 | 313 | 383 | 120 | 390 | 296 | 2385 | 5031 |



Experience the Variety of 63 Holes...

HOME
START HERE

GOLF
PUBLIC WELCOME

GOLF OUTINGS
#1 OUTING DESTINATION

LEARNING CENTER
AWARD WINNING

WEDDINGS
YOUR SPECIAL DAY

EVENTS
CELEBRATE

DINING
THE EXPERIENCE

REGISTER ONLINE
REGISTER FOR PROGRAMS

BOOK A TEE TIME

FOOTGOLF - NEW!

GOLF RATES

GOLF EVENTS

GOLF OUTING & PACKAGES
#1 OUTING DESTINATION

LEAGUES

JUNIOR GOLF

DRIVING RANGE

Latest News

Buzz: [Plan your Holiday Celebration!](#)



Welcome to Fox Hills Golf & Banquet Center

Fox Hills Golf and Banquet Center is located in a beautiful countryside setting between Plymouth and Ann Arbor in southeastern Michigan. Our award winning facilities matched with outstanding cuisine and exceptional level of service will ensure that you and your guests will enjoy an occasion as special as each person involved. As a family owned and operated business we are committed to providing excellence in our service and products and providing our customers with the highest quality experience in a relaxed and enjoyable atmosphere. Whether you are a beginner or seasoned golfer, or looking to host a golf outing our professional staff is here to serve you!



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"The Friendly Place"



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[Season Passes](#)

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[Clubhouse](#)

[Hours - April](#)

[8am to 8pm -](#)

[May 7:30pm to](#)

[9pm - June -](#)

[September](#)

[6:30am to](#)

[10:00pm or later](#)

[Food Service](#)

Breaking News

Welcome to Fenton Farms! Fenton Farms Golf Club lives up to its motto "The Friendly Place". The attentive and caring staff is dedicated to making your golf or other visits here a happy and memorable one. We have our new updated Season Pass options featuring an "Early Bird Pass", a "9-Hole Lunch Pass" and many more! Check them out by downloading the Season Pass Pricing Form below. Our remodeled clubhouse, converted from the original barn on the Crane Farm, has a relaxed atmosphere designed to promote lasting friendships and pleasant conversation. The snack bar is a great place to pick up sandwiches and drinks at the turn or lounge in the bar to discuss the days round. The new dining room is available for

Video Testimonial

FENTON FARMS GOLF CLUB Web... < 1



[Book Your Tee Time](#)

[Low Rate Guarantee! Date:](#)

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Par 3 - 17th

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@ Arcadia Bluffs Golf Club - 14710 Northwood Highway - Arcadia, MI 49613
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Bethpage State Park Golf Courses



Weather

Overview

Course Information

Hours of Operation

Getting There

Fees and Rates

Amenities and Activities

Resources and Links



2014 Camping Guide

Home : Golf Courses : Bethpage State Park Golf Courses

Print

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Course Information

Blue Course

The Blue Course was one of the three courses designed by Tillinghast. In 1960, it was redesigned by Alfred Tull to provide room for the Yellow Course. The front nine are considered very challenging, with an easier back nine to finish a round of golf. Some of the slopes are fairly steep.

| Forward | |
|---------|------|
| Par | 72 |
| Slope | 118 |
| Rating | 72 |
| Yardage | 6158 |

| Regulation | |
|------------|------|
| Par | 72 |
| Slope | 122 |
| Rating | 70.9 |
| Yardage | 6406 |

| Championship | |
|--------------|------|
| Par | 72 |
| Slope | 124 |
| Rating | 71.7 |
| Yardage | 6638 |

Green Course

The Green Course is the first of the five courses at Bethpage. Originally called the Lenox Hills Course, it was redesigned when the Black, Red and Blue Courses were built. This is a gently-sloped course that features small greens. It is considered an excellent course for the novice and casual golfer, yet it can be challenging when played from the regulation tees.

| Forward | |
|---------|------|
| Par | 71 |
| Slope | 124 |
| Rating | 73.5 |
| Yardage | 5866 |

| Regulation | |
|------------|------|
| Par | 71 |
| Slope | 121 |
| Rating | 69.5 |
| Yardage | 6124 |

Address
99 Quaker Meetinghouse Road
Farmingdale, NY 11735

General Information: (516) 249-0700
Reservations: (516) 249-0707
Pro Shop: (516) 249-4040
Restaurant: (516) 501-9700



Long Island Region

September 2014

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
|-----|-----|-----|-----|-----|-----|-----|
| 31 | 1 | 2 | 3 | 4 | 5 | 6 |
| 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | 1 | 2 | 3 | 4 |
| 5 | 6 | 7 | 8 | 9 | 10 | 11 |

SEARCH CALENDAR OF EVENTS

Empire Passport



Neshanic Valley Golf Course

TEE TIME BOOKING



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- [Outing Schedule](#)



On-Line Tee Time Reservation

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At the moment there are a few problems within the system. If you are unable to complete a reservation, or modify or cancel an existing reservation, please call the course of your choice and they will help you. Sorry for the inconvenience. READY TO BOOK YOUR TEE TIMES? FOLLOW THESE SIMPLE STEPS:

Step 1

Create an Account

- Click on [Register](#)
- Fill out form
- Submit form
- Credit Card will be used to hold Reservations

Do not follow this step if you purchased a subscription to the Tee Time Reservation Service. Go directly to Step 2.

Step 2

Book your Tee Times

- Click on [Reserve](#)
- Log In
- Book your tee times

If you have purchased a subscription to the Tee Time Reservation Service, use your member card# as your User ID# and type "password" as the Password to initially sign in. Once in your record you may create a new password in Update Profile.

Step 3

Manage your Tee Times

- Click on [Modify / Cancel](#)
- No-Show No-Call may be charged a fee

After reserving a tee time you will receive an email confirmation to be kept for your records.

FORGOT YOUR PASSWORD?

[Click here!](#)

Questions? Check out our [FAQ](#) or call the Golf Operations Office at (908) 369-1458 X421.

Frequently Asked Questions:

How do I pay?

Fees will be charged upon check-in at the golf shop on the day of booking.

What is the course check-in policy?

Guests must check in at the golf shop 20 minutes prior to reserved start time. Failure to check in on time may result in the forfeiture of your position and your group's reserved tee time.

What if I need to cancel a tee time?

To review, modify or cancel your booked tee time, call or logon to your account at any time.

How far in advance can I reserve tee time?

If you purchased a subscription to the Tee Time Reservation Service, tee times may be reserved one week in advance. For 1-day in advance or same day reservations, you may call the golf shop.

What if I forget my Password?

If you forget your password, [Click here!](#)



Book a Car

View/Modify/Cancel a Reservation

1

Pickup Location (City, State, Airport Code or US Zip Code)

[Help me find a location](#)

☐ Return car to a different Hertz location 

2

Pickup Date & Time:

 10:00 AM 

Return Date & Time:

 10:00 AM 

3

Please Select an Age 

Please Select an Age 

Rental Car Type: 

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MEMBERSHIP LEVEL: Silver

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Find a Reservation by Confirmation Number

Reservation Type: Flight Car

Confirmation: Last Name:

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My MileagePlus Summary

MileagePlus Number: UK688433

Mileage Balance: 429,817

Mileage Expiration: 12/31/2014

MileagePlus Status Level: Premier Platinum

Star Alliance Status Level: Gold

Regional Premier Upgrades: 2

Global Premier Upgrades: 0

2013 Premier Miles: 22,818

2013 Premier Segments: 20

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TEE TIME RESERVATIONS

Course: **Bali Hai Golf Club**

Date:

Time: **8:00 a.m.**

Players: **2**

[Reserve Tee Time](#)

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\$69 SUNDAY - THURSDAY
SEPT 1 - FEB 28TH



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Bali Hai Golf Club

7,002 yards of tropical paradise located right on the Las Vegas Strip. White Augusta sand bunkers, black volcanic rock outcroppings and blue lagoons transport golfers to the south pacific.

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Nestled in the historic part of Las Vegas, Desert Pines is truly your "country club away from home" with country club-like amenities,

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GUARANTEE**

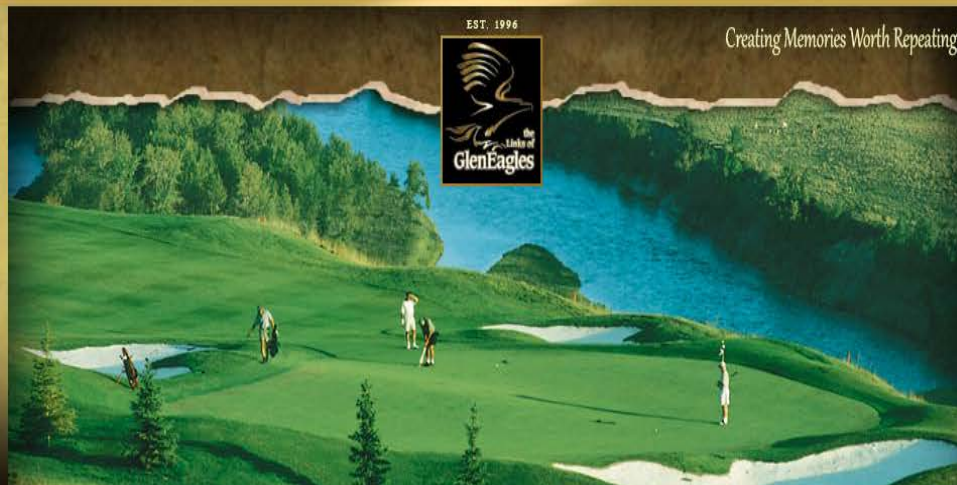
Comparable
Courses

Direct Online
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Bali Hai

\$200 - \$500

from \$125



Calgary Golf Courses - The Links of GlenEagles - Public Golf Course

Best of Calgary's Golf Courses at GlenEagles

Score Magazine Awards

#1 Courses You Can Play in Calgary - Score 2011

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On the edge of the Rockies and just a few minutes from the beautiful Calgary limits, The Links of GlenEagles invites golfers into a serenely beautiful course that is second to none for **Calgary golf courses**.

With the beautiful mountain scenery that can be easily seen from any of the 18 holes at The Links of GlenEagles, every fairway is a delight to play through. Aside from the breathtaking vistas that are around every corner, the design, architecture, and playability of our greens is challenging and exciting to compete on.

The Links of GlenEagles has become one of the best places to golf in Canada because of our commitment to the sport and those that are passionate about it. In our off-season, we take the time and resources

Book a Tee Time

Select Tee Time Range :

After : 7:00 AM ▼

Before : 2:00 PM ▼

Select Desired Date :

Thu, 06-27-2013

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Breaking News

We just read the latest review of www.calgarygolfblog.com. Chec

<http://www.calgarygolfblog.com>
golf-course-review-the-links-of-



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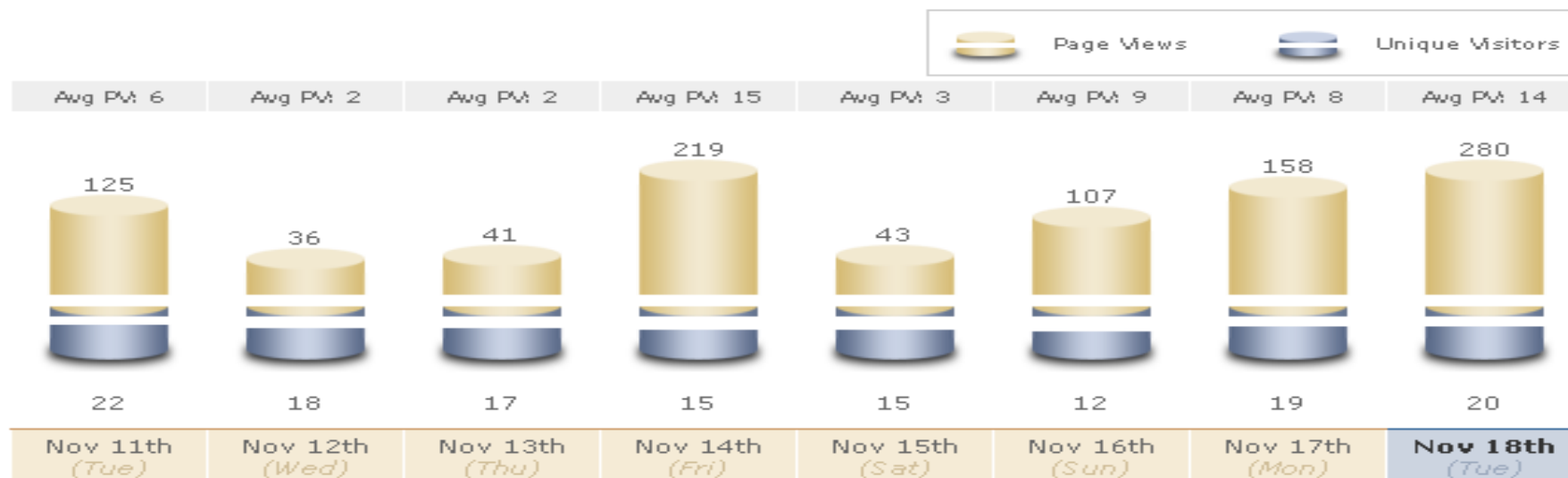
- ☐ Cochrane Resident
☐ Daily Text Specials
☐ Flex Card Info
☐ Junior Academy Info
☐ Ladies Night Info

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Web Analytics Overview for www.golfconvergence.com (November 18th, 2014)

To adjust your analytic email reporting, Log into your account and visit the Settings area.

Website Visitor Activity: Rolling Week At-A-Glance



Popular Pages

| | Page Name | Views |
|--|-----------|-------|
|--|-----------|-------|



Analytics



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Conversions



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Admin Live Leads

Orientation:

[in](#) Sign out of LinkedIn ses☒ Apply Filters ⓘ[\[Hide \]](#) Illinois State University

Date/Time: ⓘ Nov 19th, 2014 (9:23am)

Source: ⓘ <http://hosted-p0.vresp.com/724985/a23b28824c/ARCHIVE> (Via AdCaM Campaign "11NN")

Location: ⓘ Normal, Illinois (United States)

1 IP/Identity: ⓘ [\[EMAIL_ADDRESS\]](#) - (138.87.61.138) New Visitor - This is their first visit to your Website.Landing Page: ⓘ ☐ /online-store-learning/product/76-golf-convergence-business...Watchlist: ⓘ This company is not currently on a Watchlist. [Add To Watchlist](#)

Engagement:

Page Views: 1

Last Activity: On-line Now

Past Visits: 0

Score: Calculating

[\[Hide \]](#) Local Government Information Systems

Date/Time: ⓘ Nov 19th, 2014 (9:12am)

Source: ⓘ Google: Not Provided ⓘ

Location: ⓘ Minneapolis, Minnesota (United States)

2 IP/Identity: ⓘ akattreh@edinamn.gov - (156.142.79.2) Return Visitor - They were last on your Website on Oct 21, 2014 at 8:31am.Landing Page: ⓘ www.golfconvergence.com (Home Page)Watchlist: ⓘ This company is not currently on a Watchlist. [Add To Watchlist](#)

Engagement:

Page Views: 8

Last Activity: 13 Minutes Ago

Past Visits: 1

Score: 50

LeadTicker®











































Campaign: September News 2014 (SepN14) ▼

September ▼

24 ▼

2014 ▼

Go

| | Visit Time | IP Address/Identity ▼ | Views ⁱ | Bounce ⁱ | Fraud ⁱ | Convert ⁱ | Detail |
|-----|------------|--|--------------------|--|--------------------|----------------------|---|
| 1. | 6:30:58pm |  dgrbuchan@juno.com | 2 | | | |  |
| 2. | 6:02:14pm |  bgregorylcc@peoplepc.com | 4 | | | |  |
| 3. | 5:13:35pm |  peteraiello@shaw.ca | 1 |  | | |  |
| 4. | 5:09:57pm |  mtt@charter.net | 3 | | | |  |
| 5. | 3:48:21pm |  richard.hrabcak@inmail.sk | 8 | | | |  |
| 6. | 2:43:47pm |  robert@visistat.com | 1 |  | | |  |
| 7. | 10:08:45am |  rsf4653@aol.com | 1 |  | | |  |
| 8. | 9:13:28am |  kyle@theprairieclub.com | 1 |  | | |  |
| 9. | 8:57:33am |  aelliott@pga.com | 1 |  | | |  |
| 10. | 8:52:06am |  mbobba@greystonecc.com | 1 |  | | |  |
| 11. | 8:27:15am |  jolsen@fairwinds.ca | 1 |  | | |  |
| 12. | 8:01:54am |  mjbiber@msn.com | 2 | | | |  |
| 13. | 7:45:33am |  dhawley@redwoods-golf.com | 1 |  | | |  |
| 14. | 7:21:15am |  dataseek@hotmail.com | 5 | | | |  |
| 15. | 7:15:04am |  drenegar@bluerhino.com | 3 | | | |  |
| 16. | 7:04:16am |  ronawharton@aol.com | 3 | | | |  |
| 17. | 7:00:15am |  clabelle@niagaraparks.com | 2 | | | |  |

View dynamic conversions that resulted from this Ad Campaign: [Conversion Detail](#)



Wed 9/24/2014 4:32 PM

LeadLander Alert <alerts@leadlander.com> Alert: Humboldt State University

To jkeegan@golfconvergence.com



LeadLander Instant Alert

Humboldt State University
Arcata, CA, United States

Information about this visit:

Details: [Click here to view details in LeadLander](#)
IP Address: 137.150.109.79
Search Engine: Google
Referring page: [http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=0CCgQFjAC&url=http://www.golfconvergence.com/curriculum-vitae&ei=KkYjVOy1AZCroQSdioLBQ&usq=AFQjCNHv1VCvfQ9dqhtvvAEJGv44m6_7WA&bvm=bv.7247554"d.cGU](http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=0CCgQFjAC&url=http://www.golfconvergence.com/curriculum-vitae&ei=KkYjVOy1AZCroQSdioLBQ&usq=AFQjCNHv1VCvfQ9dqhtvvAEJGv44m6_7WA&bvm=bv.7247554)

First 3 pages viewed during this visit:

| | |
|----------------------|---|
| 9/24/2014 4:31:09 PM | http://www.golfconvergence.com/curriculum-vitae |
| 9/24/2014 4:31:16 PM | http://www.golfconvergence.com/business-of-golf-university |
| 9/24/2014 4:31:33 PM | http://www.golfconvergence.com/why-how-what/process |

This alert was generated for golfconvergence at jkeegan@golfconvergence.com.













































Campaign: September News 2014 (SepN14) ▼

September ▼

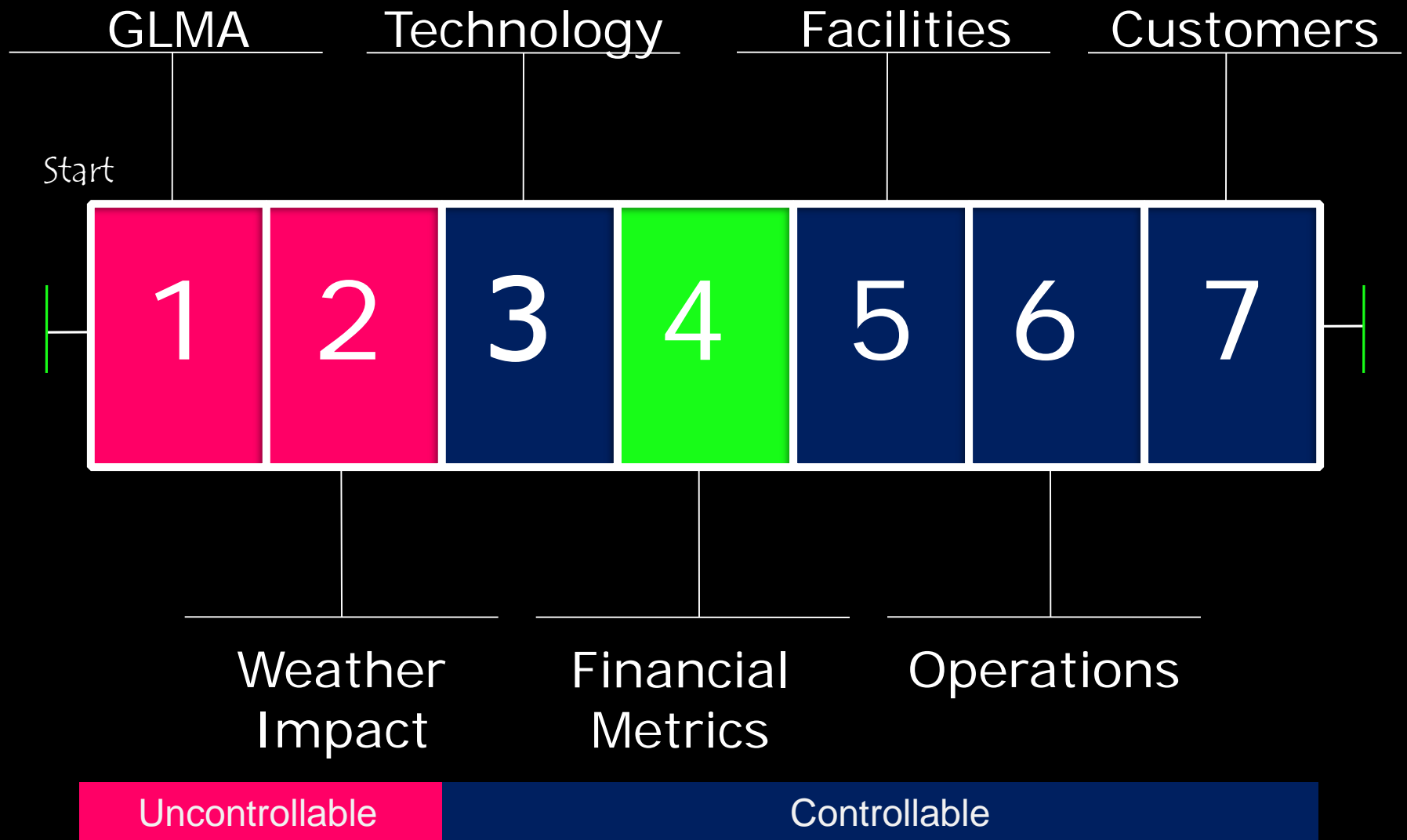
24 ▼

2014 ▼

Go

| | Visit Time | IP Address/Identity ▼ | Views ¹ | Bounce ¹ | Fraud ¹ | Convert ¹ | Detail |
|-----|------------|--|--------------------|--|--------------------|----------------------|---|
| 1. | 6:30:58pm |  dgrbuchan@juno.com | 2 | | | |  |
| 2. | 6:02:14pm |  bgregorylcc@peoplepc.com | 4 | | | |  |
| 3. | 5:13:35pm |  peteraiello@shaw.ca | 1 |  | | |  |
| 4. | 5:09:57pm |  mtt@charter.net | 3 | | | |  |
| 5. | 3:48:21pm |  richard.hrabcak@inmail.sk | 8 | | | |  |
| 6. | 2:43:47pm |  robert@visistat.com | 1 |  | | |  |
| 7. | 10:08:45am |  rsf4653@aol.com | 1 |  | | |  |
| 8. | 9:13:28am |  kyle@theprairieclub.com | 1 |  | | |  |
| 9. | 8:57:33am |  aelliott@pga.com | 1 |  | | |  |
| 10. | 8:52:06am |  mbobba@greystonecc.com | 1 |  | | |  |
| 11. | 8:27:15am |  jolsen@fairwinds.ca | 1 |  | | |  |
| 12. | 8:01:54am |  mjbiber@msn.com | 2 | | | |  |
| 13. | 7:45:33am |  dhawley@redwoods-golf.com | 1 |  | | |  |
| 14. | 7:21:15am |  dataseek@hotmail.com | 5 | | | |  |
| 15. | 7:15:04am |  drenegar@bluerhino.com | 3 | | | |  |
| 16. | 7:04:16am |  ronawharton@aol.com | 3 | | | |  |
| 17. | 7:00:15am |  clabelle@niagaraparks.com | 2 | | | |  |

View dynamic conversions that resulted from this Ad Campaign: [Conversion Detail](#)



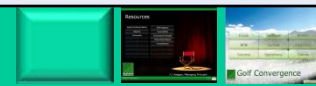
4

Financial benchmarks provide keen insights as to your facilities performance as there are only a few items that determine your net income

Financial Performance

Municipal Golf Courses vs. Daily Fee

| | Platinum Top 10% | Gold Top 25% | Silver Median | Steel - Bottom 25% |
|---------------------|---------------------|-----------------|------------------|-----------------------|
| MUNICIPALITIES | | | | |
| Rounds Played | 50,000 | 40,000 | 30,000 | 22,865 |
| Full Time Employees | > 20 | >11 | > 6 | > 5 |
| Total Revenues | \$1,860,000 | \$1,450,000 | \$822,000 | 512,500 |
| EBITDA | 1,000,000 | \$572,541 | \$142,406 | 58,000 |
| ALL GOLF COURSES | | | | |
| Rounds Played | 40,000 | 30,400 | 22,000 | 15,000 |
| Full Time Employees | 58 | 30 | 14 | 6 |
| Total Revenues | \$4,500,000 | \$2,500,000 | \$1,375,000 | \$800,000 |
| EBITDA | \$1,295,777 | \$613,419 | \$205,435 | \$73,000 |



PerformanceTrak At-a-Glance - September 2014

| September 2014 Highlights | September 2014 ¹ | September 2013 ¹ | Change | % Change |
|---|-----------------------------|-----------------------------|--------|----------|
| Mean (Average) Rounds Played - September | 2,502 | 2,564 | ↓ | -2.4% |
| Mean (Average) Days Open - September | 27.8 | 28.1 | ↓ | -1.1% |
| YTD September 2014 Highlights | | | | |
| Mean (Average) Rounds Played - YTD | 19,566 | 19,850 | ↓ | -1.4% |
| Mean (Average) Days Open - YTD | 203.7 | 208.8 | ↓ | -2.4% |
| September 2014 Median Gross Revenue Per Facility² | | | | |
| Median Golf Fee Revenue - September | \$77,775 | \$79,749 | ↓ | -2.5% |
| Median Merchandise Revenue - September | \$15,387 | \$15,229 | ↑ | 1.0% |
| Median Food & Beverage Revenue - September | \$53,386 | \$54,848 | ↓ | -2.7% |
| Median Total Revenue - September ⁴ | \$1201,208 | \$1201,965 | ↓ | -0.4% |
| YTD September 2014 Median Gross Revenue Per Facility² | | | | |
| Median Golf Fee Revenue - YTD | \$634,242 | \$637,203 | ↓ | -0.5% |
| Median Merchandise Revenue - YTD | \$122,386 | \$122,603 | ↓ | -0.2% |
| Median Food & Beverage Revenue - YTD | \$410,420 | \$395,043 | ↑ | 3.9% |
| Median Total Revenue - YTD ⁴ | \$1,896,610 | \$1,874,817 | ↑ | 1.3% |
| Performance Factor³ | Index | | | |
| September 2014 | 96.6 | | | |
| YTD September 2014 | 101.0 | | | |

¹ Rounds played, days open, and revenue data are weighted by state and facility type.

² Median gross revenues exclude responses where one value of the paired data was missing (i.e., a \$0 value).

³ Performance Factor is an index of rounds played per day open, where 100.00 represents consistent play on a per day basis.

⁴ Total facility revenue is comprised of Golf, Merchandise and F&B revenue (those metrics measured by PerformanceTrak) and further includes any and all other revenue items at a facility including dues and membership fees.

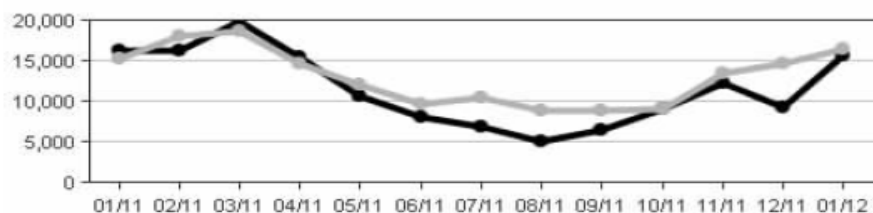
Period: 01/2012 - 01/2011
CGM: Florida: Southeast
Rate Set: \$76 - \$125
Facility: Your Facility Name

Color Legend

Your Facility's Monthly Data
Your CGM Comparative Data

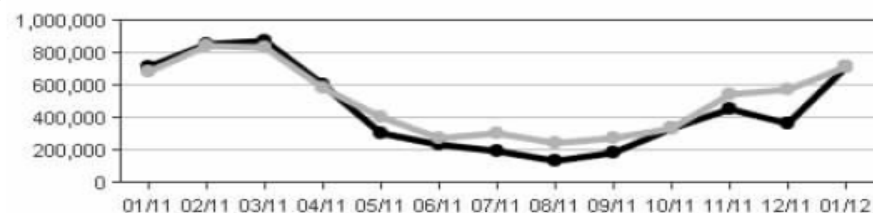
Rounds Played

| | January | | | YTD | | |
|----------------------|---------------|---------------|-------------------|---------------|---------------|-------------------|
| | 2012 | 2011 | Change (%) | 2012 | 2011 | Change (%) |
| Your Facility | 15,718 | 16,214 | -496 (-3%) | 15,718 | 16,214 | -496 (-3%) |
| Your CGM | Avg. 16,455 | 15,241 | 1,214 (8%) | 16,455 | 15,241 | 1,214(8%) |
| | Rank 10 of 18 | 7 of 16 | | 10 of 18 | 7 of 16 | |



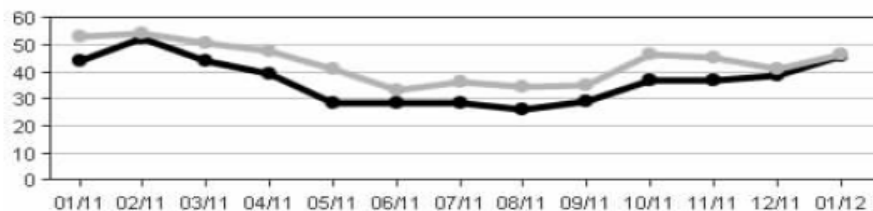
Revenue

| | January | | | YTD | | |
|----------------------|------------------|------------------|---------------------|------------------|------------------|---------------------|
| | 2012 | 2011 | Change (%) | 2012 | 2011 | Change (%) |
| Your Facility | \$718,902 | \$715,409 | \$3,493 (0%) | \$718,902 | \$715,409 | \$3,493 (0%) |
| Your CGM | Avg. \$713,764 | \$681,345 | \$32,419 (5%) | \$713,764 | \$681,345 | \$32,419(5%) |
| | Rank 7 of 18 | 9 of 16 | | 7 of 18 | 9 of 16 | |



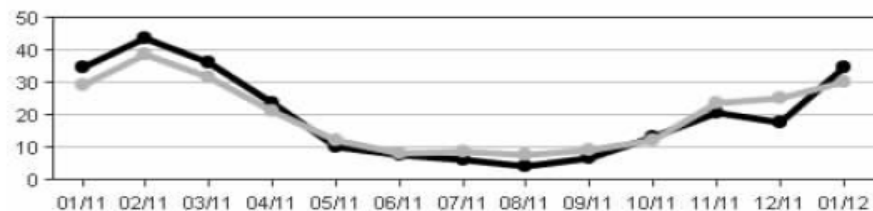
RevPur (Revenue per Utilized Rounds)

| | January | | | YTD | | |
|----------------------|----------------|----------------|---------------------|----------------|----------------|---------------------|
| | 2012 | 2011 | Change (%) | 2012 | 2011 | Change (%) |
| Your Facility | \$45.74 | \$44.12 | \$ 1.62 (4%) | \$45.74 | \$44.12 | \$ 1.61 (4%) |
| Your CGM | Avg. \$46.44 | \$52.97 | \$- 6.53 (-12%) | \$46.44 | \$52.97 | \$- 6.54(-12%) |
| | Rank 6 of 18 | 5 of 16 | | 6 of 18 | 5 of 16 | |



RevPATT (Revenue per Available Tee Time)

| | January | | | YTD | | |
|----------------------|----------------|----------------|-------------------------|----------------|----------------|---------------------|
| | 2012 | 2011 | Change (%) | 2012 | 2011 | Change (%) |
| Your Facility | \$34.79 | \$34.62 | >\$ 0.17 (0%) | \$34.79 | \$34.62 | \$ 0.17 (0%) |
| Your CGM | Avg. \$30.40 | \$29.19 | \$ 1.21 (4%) | \$30.40 | \$29.79 | \$ 0.61(2%) |
| | Rank 5 of 18 | 5 of 16 | | 5 of 18 | 5 of 16 | |

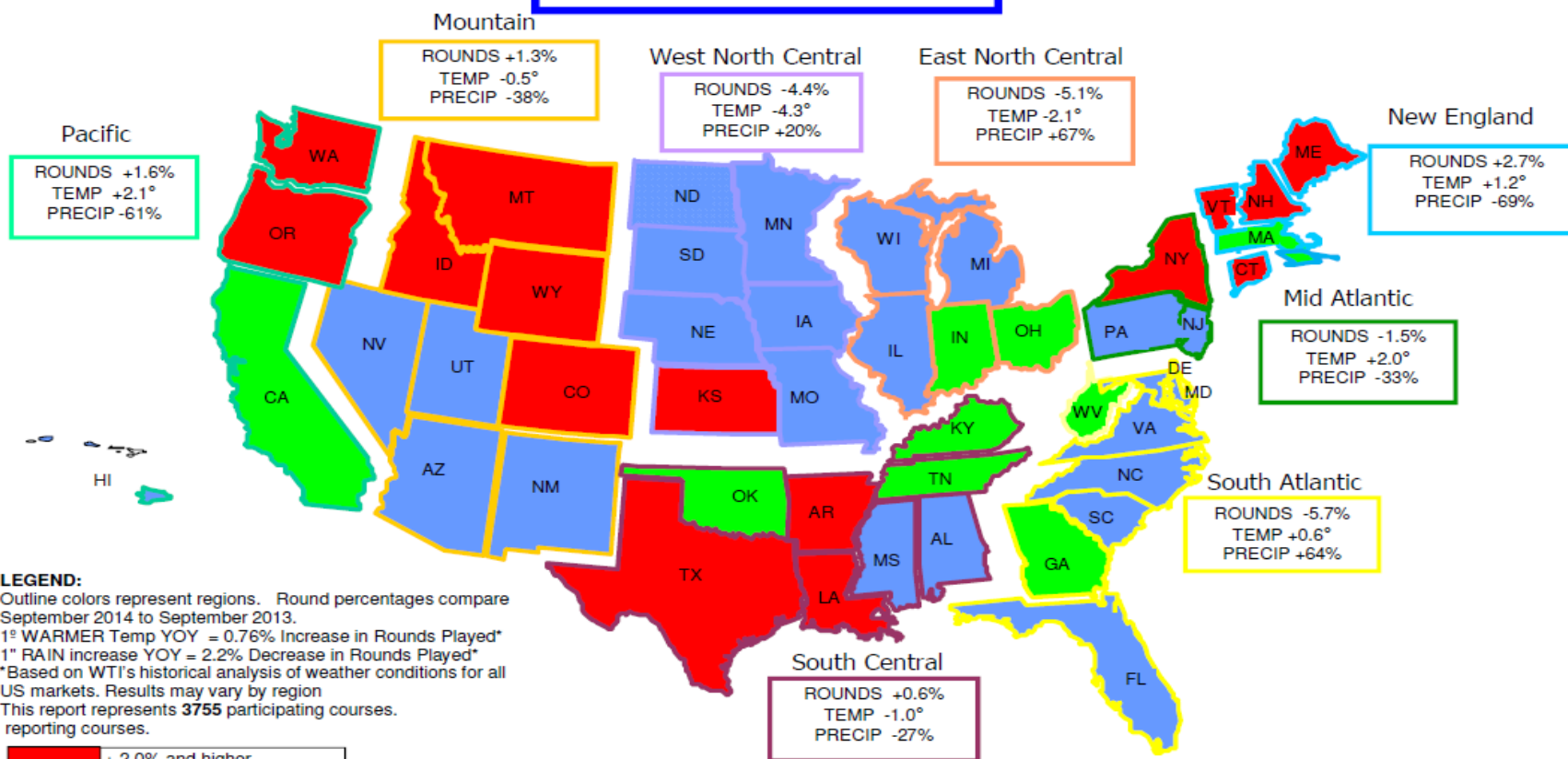


Notes:

1. YTD figures include results only for those facilities that have reported for all periods.

NATIONAL GOLF ROUNDS PLAYED REPORT

U.S. TOTAL
SEPTEMBER '14 YTD '14
 -2.3% -1.7%



LEGEND:
 Outline colors represent regions. Round percentages compare September 2014 to September 2013.
 1° WARMER Temp YOY = 0.76% Increase in Rounds Played*
 1" RAIN increase YOY = 2.2% Decrease in Rounds Played*
 *Based on WTI's historical analysis of weather conditions for all US markets. Results may vary by region
 This report represents 3755 participating courses.
 reporting courses.

| | |
|--|--------------------------|
| | + 2.0% and higher |
| | between -1.9% and + 1.9% |
| | - 2.0% and lower |

NGF
 NATIONAL GOLF FOUNDATION

GOLF
Datatech
 L.L.C.

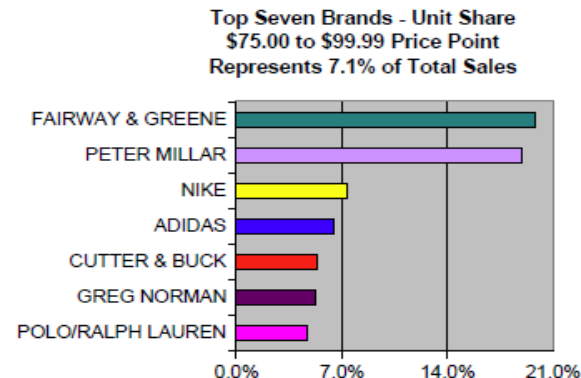
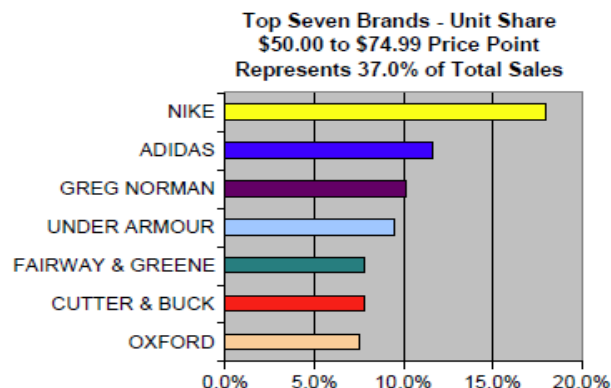
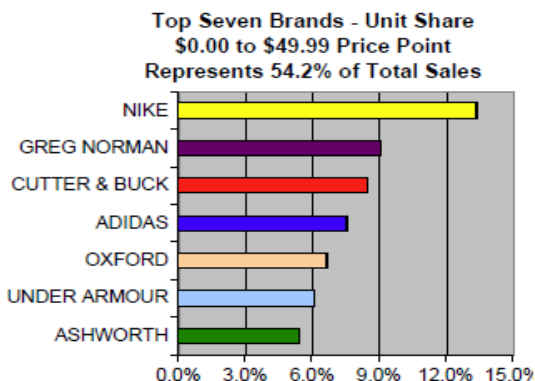
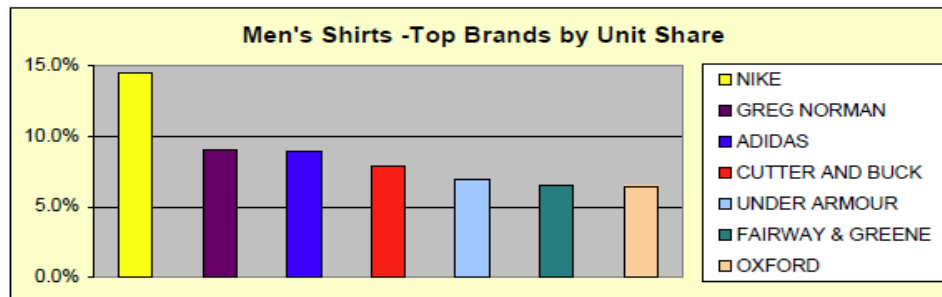
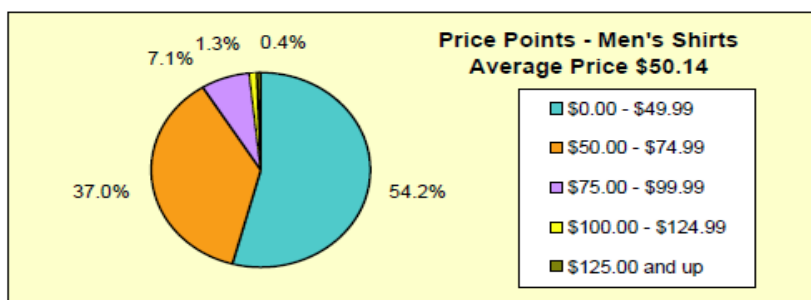
WTI
 WEATHER TRENDS
 INTERNATIONAL

PGA PerformanceTrak in cooperation with NGCOA, the joint financial benchmarking initiative of the PGA of America and the National Golf Course Owners Association, supports the National Rounds Played Report by supplying data included in this report.

ON COURSE - MEN'S SHIRTS

FEBRUARY, 2011

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Top Selling Brands Between \$100.00 - \$124.99 - Fairway & Greene and Carnoustie
Top Selling Brands \$125.00 and Up - Carnoustie and Bugatchi

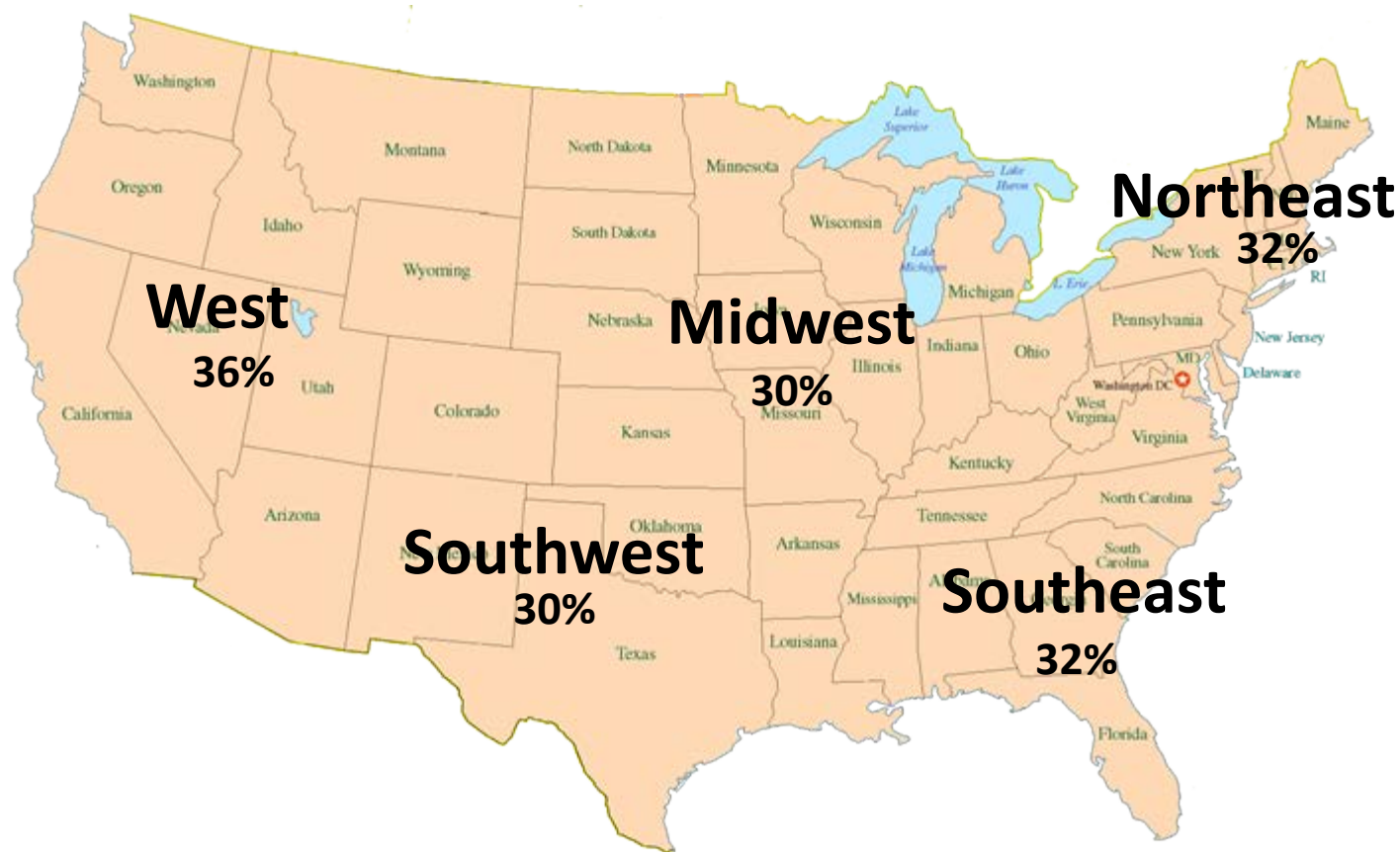
Questions? For More Information Contact Suzie Phillips, sphillips@golfdatatech.com / 888-944-4116

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PARTICIPATION · KNOWLEDGE · SUCCESS

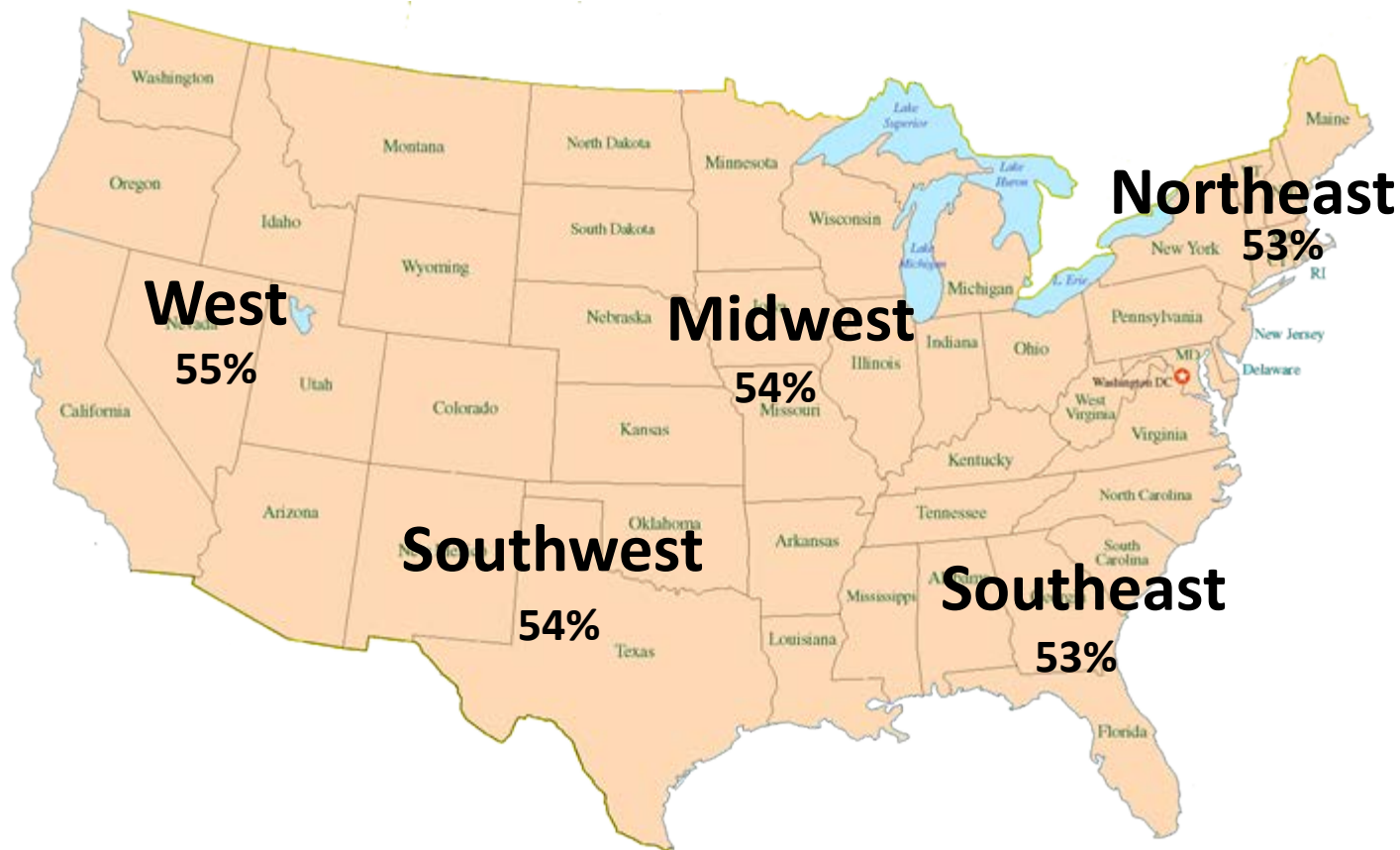
Course Maintenance as a Percentage of Available Cash National 31%





PARTICIPATION · KNOWLEDGE · SUCCESS

Payroll as a Percentage of Operating Revenue National 54%



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Continue

No Thanks



Login



Monitor your course performance

Enter course data in confidence and keep track of progress over time.

Get started

or view video tour

How does my club benefit?



Monitor, analyse and evaluate your course's progress



Identify where your business can make money and save money



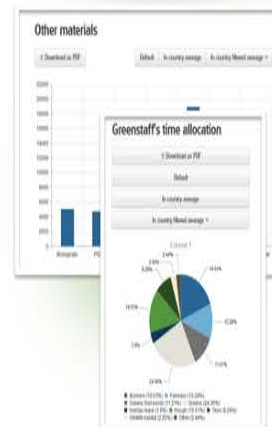
Track income and expenditure and plan for the future



Generate illustrated reports to help you make informed decisions

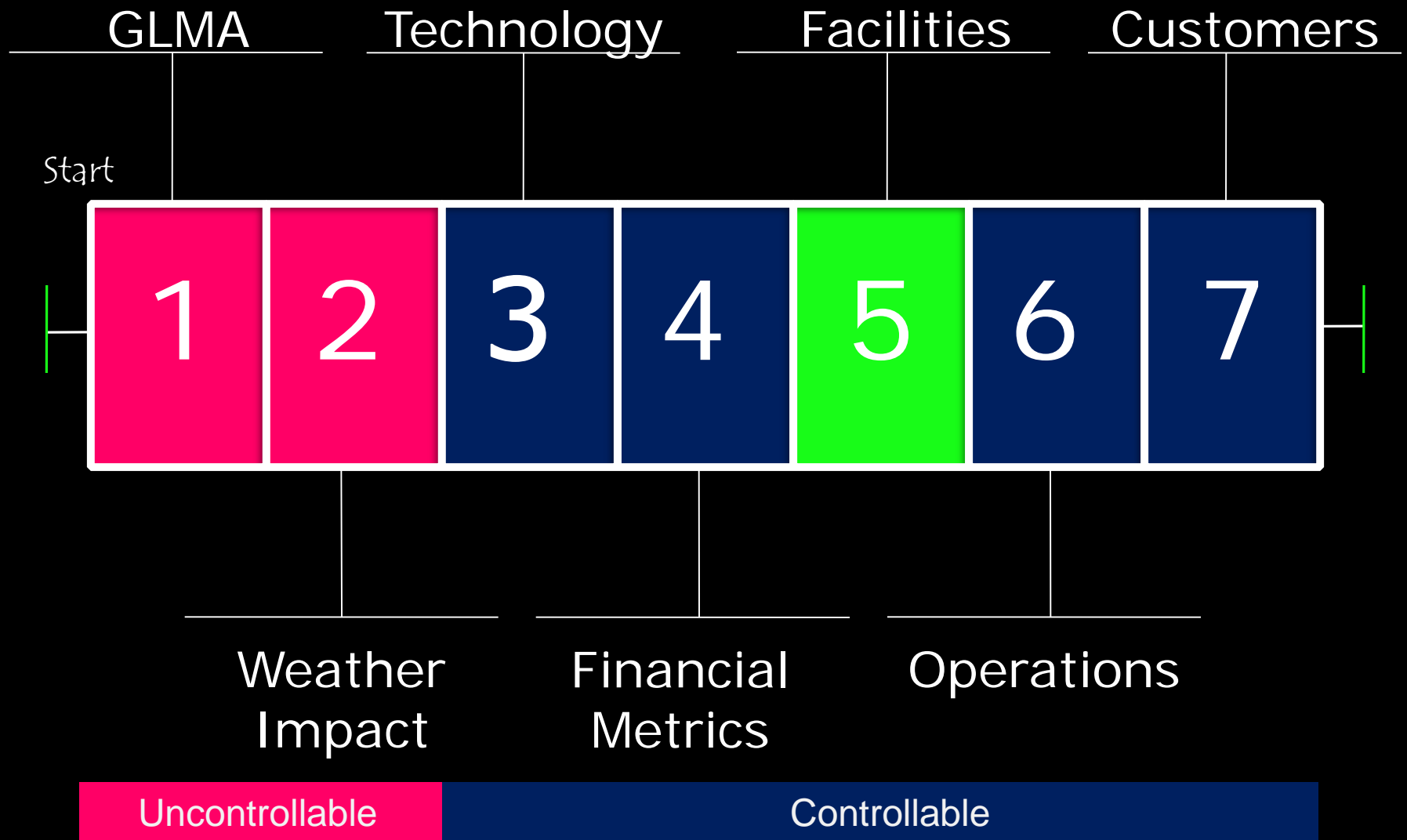


Anonymously benchmark with other similar courses in your country



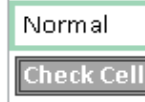
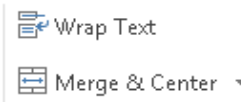
Amanda Dorens
Greenkeeper and Environment Officer
Scotland

“CourseTracker will play a crucial role when delivering budget proposals, helping greenkeepers to communicate in the clear and professional manner which modern business practices demand.”



5

The golf course is a living organism that requires constant capital reinvestment to maintain the customer value proposition to avoid the death spiral of a declining experience.



H21

| Golf Course - Estimated Deferred Capital Expenditures: Conservative Approach | | | | | | | | |
|---|------------------------------|---------------|---------------|---------------------------|----------------------------|-----------------------|--|------------------------|
| Golf Course Name: | | | | Based on Maximum Life | Input Field | Automatic Calculation | | |
| Component | | Years Minimum | Years Maximum | Estimated Cost to Replace | Years Since Asset Replaced | | | Annual Capital Reserve |
| Greens | Sand based root-zone | 15 | 30 | \$ 1,250,000 | 25 | \$ 1,041,667 | | \$ 41,667 |
| Sand Bunkers | Total Bunkers | 10 | 15 | \$ 975,000 | 15 | \$ 975,000 | | \$ 65,000 |
| Irrigation System | | | | | | | | |
| | Controls and Satellites | 15 | 20 | \$ 175,000 | 3 | \$ 26,250 | | \$ 8,750 |
| | Pipe and Wire | 15 | 25 | \$ 500,000 | 27 | \$ 500,000 | | \$ 20,000 |
| | Pumping Systems | 15 | 25 | \$ 425,000 | 27 | \$ 425,000 | | \$ 17,000 |
| | Sprinklers | 10 | 15 | \$ 150,000 | 27 | \$ 150,000 | | \$ 10,000 |
| Tees | Re-Turf | 15 | 20 | \$ 225,000 | 27 | \$ 225,000 | | \$ 11,250 |
| Drainage | | 20 | 30 | \$ 870,000 | 27 | \$ 783,000 | | \$ 29,000 |
| Water Features | Front Nine Liners (estimate) | 25 | 35 | \$ 65,000 | 8 | \$ 14,857 | | \$ 1,857 |
| | Back Nine Liners (estimate) | 25 | 35 | \$ 80,000 | 3 | \$ 6,857 | | \$ 2,286 |
| Cart Paths | Asphalt (6-8 feet wide) | 15 | 25 | \$ 625,000 | 25 | \$ 625,000 | | \$ 25,000 |
| Fairways | Re-Turf as needed | 15 | 30 | \$ 1,500,000 | | \$ - | | \$ 50,000 |
| Total Deferred Capital | | | | 6,840,000 | | 4,772,631 | | 281,810 |
| <p>Instructions: To complete schedule, merely enter in column "F" the number of years since the golf course component has been replaced.</p> | | | | | | | | |



Golf Convergence

strategists - ensuring your vision becomes reality

| Season Length - Weeks /Month | 34 | 8 | | | | |
|------------------------------|---------------------------|---------|----------|----------------|-------------|--------|
| Task | Daily | Monthly | Yearly | Hours Per Task | Total Hours | |
| Administration | Record Keeping | 7 | | 1 | 238.00 | |
| Bunkers | Rake | 7 | | 20 | 4,760.00 | |
| Cart Paths | Cart Paths | 7 | | 20 | 4,760.00 | |
| Clubhouse | Clubhouse Grounds | 7 | | 5 | 1,190.00 | |
| Course | Clk. Irrigation | 5 | | 10 | 1,700.00 | |
| Course | Irrigation Repairs | 3 | | 16 | 1,632.00 | |
| Course | Trimming | 5 | | 16 | 2,720.00 | |
| Course | Overseed/Topdress Areas | 3 | | 5 | 510.00 | |
| Course | Fungicides | | 8 | 5 | 320.00 | |
| Course | Herbicides | | 8 | 8 | 512.00 | |
| Course | Insecticides | | 6 | 8 | 384.00 | |
| Cutting | Greens | | | | 0.00 | |
| Cutting | 30" Collar | | | | 0.00 | |
| Cutting | Tees | 5 | | 8 | 1,360.00 | |
| Cutting | Fairways | | 2 | 8 | 128.00 | |
| Cutting | First Cut | | | 1 | 32 | 32.00 |
| Cutting | Roughs | 7 | | 8 | 1,904.00 | |
| Cutting | Native Areas | 7 | | 4 | 952.00 | |
| Cutting | Aprons | 7 | | 4 | 952.00 | |
| Cutting | Driving Range | | 5 | 8 | 320.00 | |
| Cutting | Verticut Greens Bi-Weekly | | | | 0.00 | |
| Equipment | Cleaning | | | 2 | 200 | 400.00 |
| Equipment | Maintenance | | | 2 | 150 | 300.00 |
| Greens | Pins | | | 1 | 225 | 225.00 |
| Greens | Ball Marks | | | | | 0.00 |
| Greens | Topdress Green 2X Month | | 2 | 6 | 96.00 | |
| Greens | Rolling Greens | | | | | 0.00 |
| Greens | Brushing Greens | | | | | 0.00 |
| Maintenance | Soil Testing | | | | | 0.00 |
| Maintenance | Aerification | | | | | 0.00 |
| Maintenance | Fertilization | | | | | 0.00 |
| Ponds | Ponds | | | | | 0.00 |
| Shop | Cleaning | | | | | 0.00 |
| Shop | Maintenance | | | | | 0.00 |
| Shop | Gardens | | | | | 0.00 |
| Task | Daily | Monthly | Annually | | Total Hours | |
| Tees | 3X Markers | | | | 0.00 | |
| Tees | Overseed Tees | | | | 0.00 | |
| Tees | Topdress Tees | | | | 0.00 | |
| Training | Training | | | | 0.00 | |
| Trees | Trees/Ornamental | | | | 0.00 | |
| Total Man Hours Required | | | | | 25,395.00 | |

To complete:

B1

C1

C3 - F45

Enter th

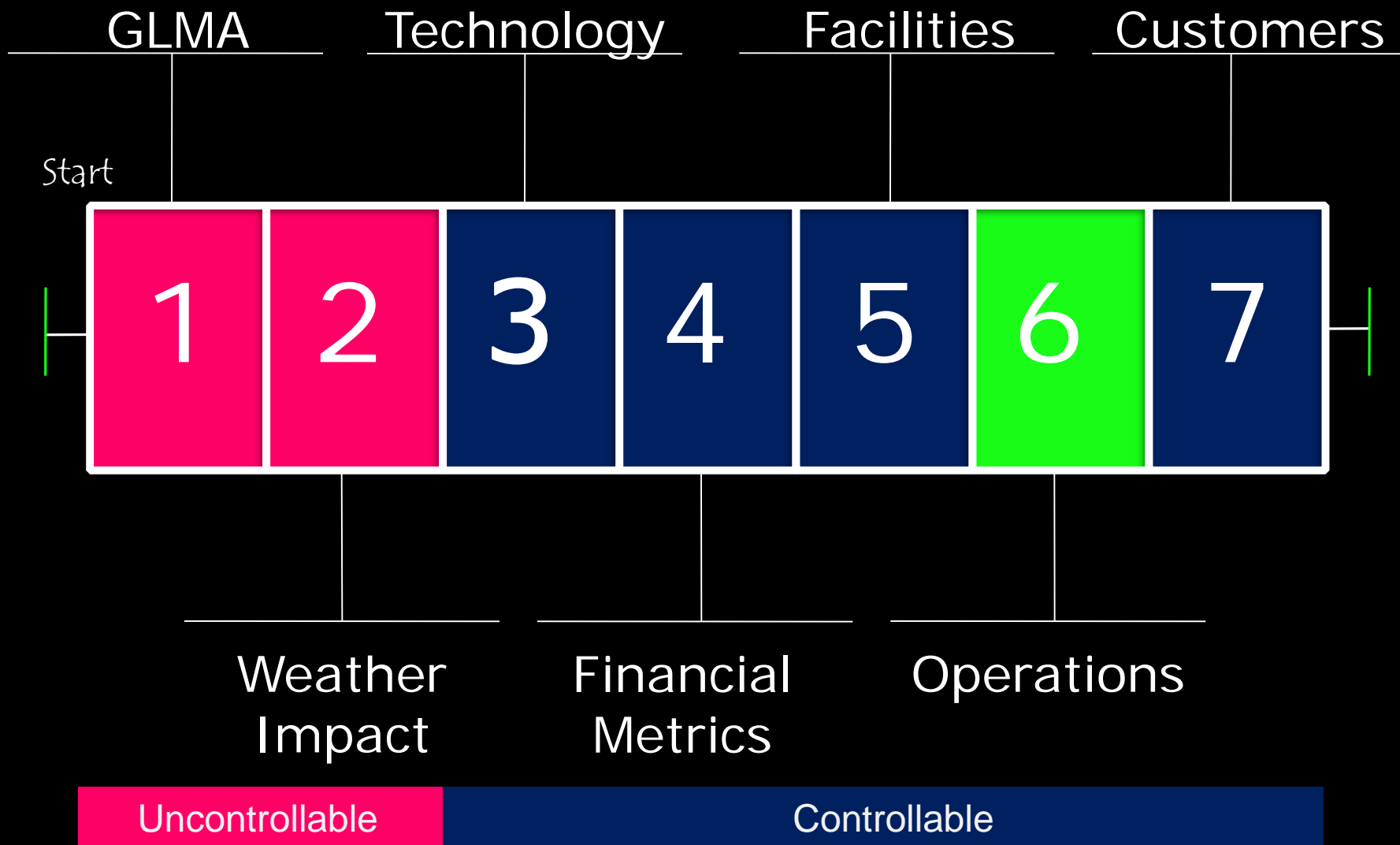
Enter th

Enter th

Note that by entering the data as specified, the worksheet should automatically calculate the annual labor hours invested.

Row 1 Completed as Example: Course is maintained 32 weeks per year for 8 months in which record keeping occurs daily for 1 hour per day. Please change to fit your circumstances and then enter rest of data. While it may seem tedious and not a valuable exercise, the end result is priceless. It helps you ascertain the proper staffing levels and gives you an appreciation for all the tasks accomplished by the staff.

Note that "daily, monthly, and yearly" represented the frequency on which a task is performed. For example, if you verticut greens twice per month, you would enter (in this example), 8 months times 2 for a total of 16 occurrences of that task.



6

The brand is defined by the experience along the 13 customer touch points in the “assembly line of golf”

The Assembly Line of Golf

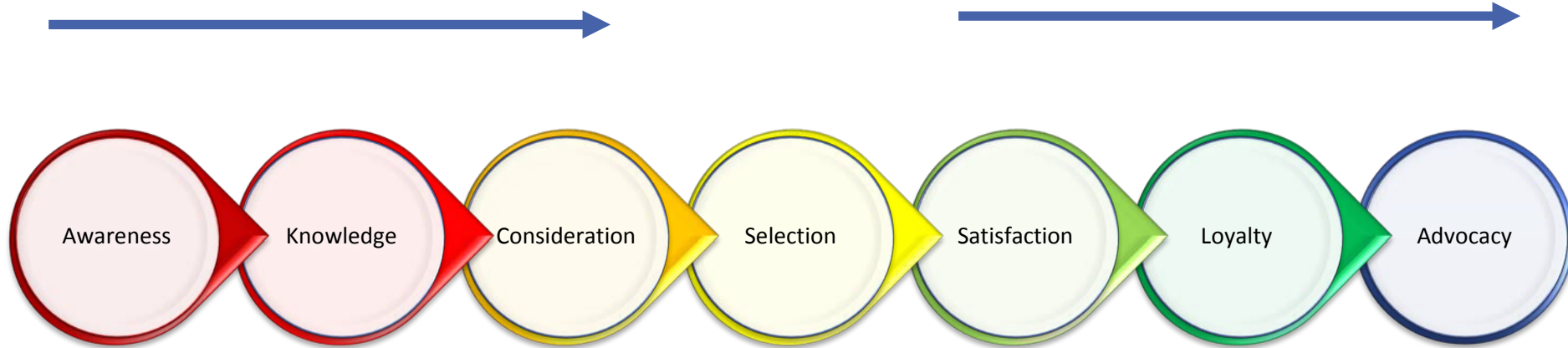
| Touch Point | Municipal | Daily Fee | Military | Resort | Private Club |
|-------------------------------|-----------|-----------|----------|--------|--------------|
| Reservations | | | | | |
| Club Entrance | | | | | |
| Bag Drop | | | | | |
| Locker Room | | | | | |
| Pro Shop | | | | | |
| Cart | | | | | |
| 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 |

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



54%

YOUR GOLF COURSE SCORE, AS A PERCENTAGE.

| ASSEMBLY LINE | Description | Weight | Raw Score | Weighted Score |
|---------------|----------------|--------|-----------|----------------|
| 1 | Reservations | 2% | 100 | 2.00 |
| 2 | Club Entrance | 3% | 75 | 2.25 |
| 3 | Bag Drop | 2% | 100 | 2.00 |
| 4 | Locker Room | 2% | 50 | 1.00 |
| 5 | Pro Shop | 5% | 72 | 3.60 |
| 6 | Carts | 2% | 45 | 0.90 |
| 7 | Range | 9% | 28 | 2.52 |
| 8 | Starter | 1% | 0 | 0.00 |
| 9 | Course | 50% | 57 | 28.50 |
| 10 | Beverage Cart | 2% | 50 | 1.00 |
| 11 | Halfway House | 4% | 60 | 2.40 |
| 12 | Cart Return | 1% | 55 | 0.55 |
| 13 | Locker Room | 2% | 63 | 1.26 |
| 14 | Bar/Restaurant | 15% | 40 | 6.00 |

Step 1 - Reservations

Description

Touch tone Telephone
 Trained agent through call center
 Booked directly by Pro Shop Staff?
 Did phone ring less than 4 times?
 Did agent get all players names?
 Did agent get all players names?
 Was email address of group "captain" obtained
 Where the fees discussed?
 Where the amenities mentioned?
 Where directions to the course provided?
 Via Web site?
 Was ability to book on home page in 3 clicks?



Cover

Registration

Secret Shopper





\$124.30

FAIR MARKET VALUE FOR GREEN FEE, BASED ON
CUSTOMER EXPERIENCE DERIVED.

Select

Course Type

Municipal

| ASSEMBLY LINE | Description | Weight | Raw Score | Weighted Score |
|---------------|-----------------------------------|----------------------|-----------|----------------|
| Step 1 | Slope | 90% | 70 | 63 |
| Step 2 | Strategy | 20% | 30 | 6 |
| Step 3 | Conditioning | 20% | 30 | 6 |
| Step 4 | Turf Texture | 8% | 10 | 0.8 |
| Step 5 | Ambience | 8% | 145 | 11.6 |
| Step 6 | Amenities | 10% | 30 | 3 |
| | Subtotal Green Fee Experience | | 90.4 | |
| Step 7 | Demand Adjustment | | 138% | |
| | Recommended Value Based Green Fee | | \$124.30 | |
| | Course' Current Green Fee | Prime Time With Cart | \$120.00 | |
| | Variance | | \$4.30 | |

| Step 1- Slope | Description | |
|--|-------------|-------------------------------------|
| Select Slope Rating for Your Course from the Back Tees (Select Only One) | Under 113 | <input type="checkbox"/> |
| | 114 – 120 | <input type="checkbox"/> |
| | 121-125 | <input type="checkbox"/> |
| | 126-130 | <input type="checkbox"/> |
| | 131-135 | <input type="checkbox"/> |
| | 136 – 140 | <input checked="" type="checkbox"/> |
| | 141-145 | <input type="checkbox"/> |
| | Over 145 | <input type="checkbox"/> |

| Step 2- Strategy | Description | |
|--|---|-------------------------------------|
| The architecture of a golf course varies greatly. Some are merely "hit it and find it" that don't offer much challenge on flat piece of ground with few trees and bunkers. Others are brilliantly crafted in which the golfers walks through a canopy of nature with many alternatives on how to play a hole. It is hard to describe but you know a great course when you play it. | Vast majority of holes are straight, course is flat, few trees, bunkers, dunes, water hazards and options to play hole are well defined providing few options. No requirement to position shots. No risk/reward options. | <input type="checkbox"/> |
| | A few dog legs with modest bunkering and trees, some rolling terrain, green complexes are uniform throughout the course. One or two risk/reward options | <input type="checkbox"/> |
| | Terrain, bunkers, water hazards, trees, and green complexes provide typical golf experience. | <input type="checkbox"/> |
| | One third of golf holes provide a unique golf experience requiring thought to successfully navigate risk/reward | <input type="checkbox"/> |
| | Up to two-thirds of golf holes provide a challenging experience where placement of the drive and the second shot has a significant impact on the ability to score well. | <input type="checkbox"/> |
| | The putting greens are historic (Raynor, Ross, Tillinghast) where ball position on the green becomes a significant element of playing the course. | <input checked="" type="checkbox"/> |
| | The par 3-4 and 5 holes have varying length, i.e., par 3s of 120, 150, 180, and 210 yards. Course may have dual fairways, bunkering that pinches the fairway, streams crossing the fairway and/or the green, narrow green openings, green side bunkers of varying depth and heavily contoured putting surfaces. | <input checked="" type="checkbox"/> |

Cover

Registration

Value











高警惕保卫祖国











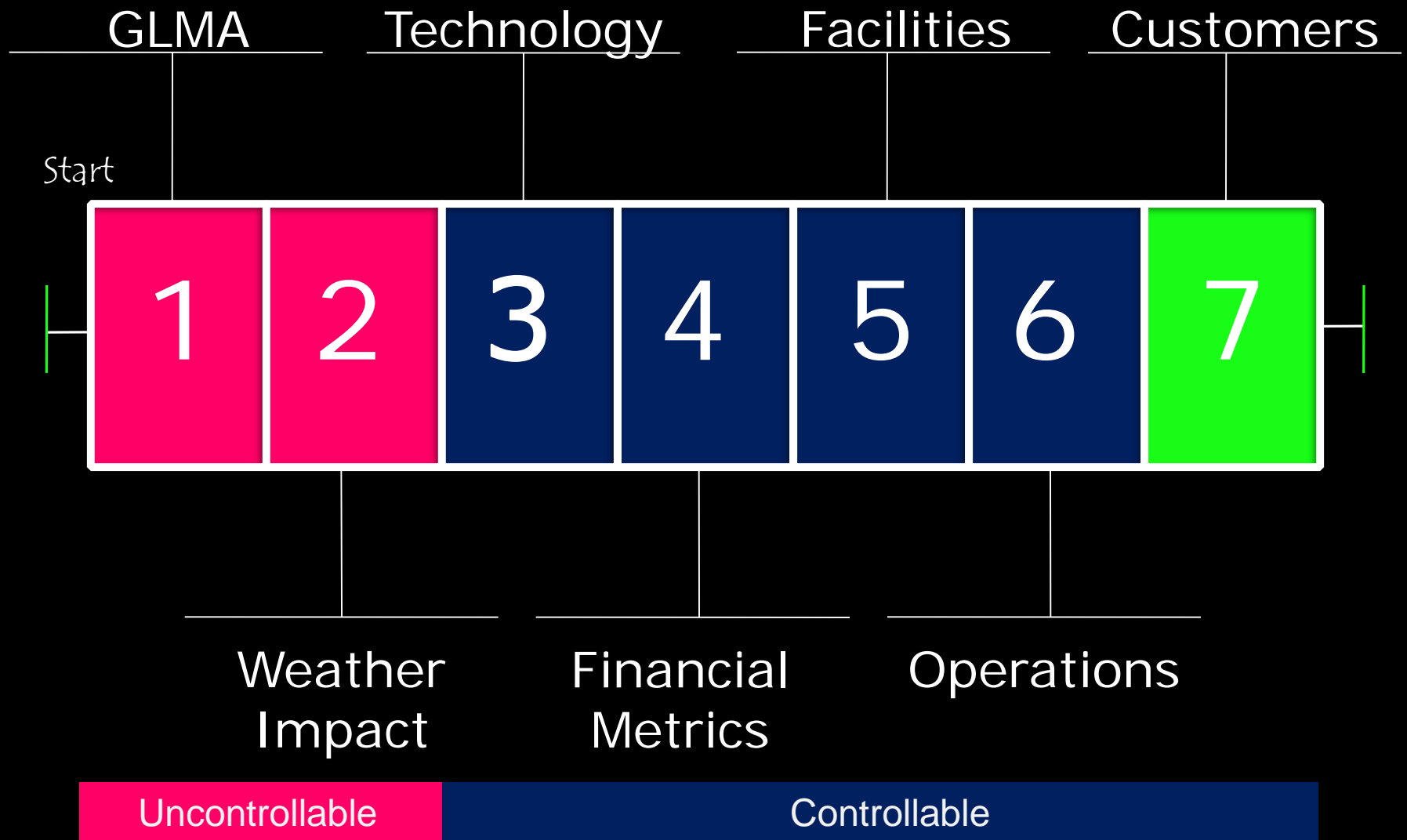












7

Frequency does not equal loyalty and
“firing” your worst customers is a good
thing

The Question That Measures Loyalty

Based on your playing experience over the last 24 months, how likely is it that you would recommend the following courses to a friend, colleague, or family member. (Rate your likelihood to recommend on a scale of 0 to 10 with “10” being “Extremely Likely” and “0” being “Not At All Likely.” If you did not play a course please indicate by checking "N/A.")

The Calculation (Fred Reichheld)

10 + 9 – 6 -5- 4- 3- 2- 1- 0

| Why We Play | Not and Fringe | Casual | Hooked and Nuts | Average |
|----------------------|----------------|--------|-----------------|---------|
| Time outdoors | 43 | 54 | 63 | 53 |
| Social aspect | 33 | 46 | 53 | 44 |
| The exercise | 32 | 44 | 48 | 41 |
| Ball striking | 23 | 40 | 59 | 41 |
| The challenge | 18 | 36 | 66 | 40 |
| The courses | 20 | 28 | 52 | 33 |
| Stress relief | 19 | 36 | 43 | 33 |
| Mental game | 10 | 23 | 39 | 24 |
| Values of the Game | 9 | 23 | 39 | 24 |
| The competition | 6 | 13 | 34 | 18 |
| Keeping score | 6 | 10 | 35 | 17 |
| History & Traditions | 6 | 9 | 27 | 14 |
| Practicing | 5 | 9 | 26 | 13 |



DID YOU KNOW

Does the Process Work



Your Take – A ways

Lesson #1 - You are working too hard on the wrong things that make little difference: **WHY.**

Lesson #2 - There are six key measurements that accurately forecast the potential of your facility: **MOSIAC, Income, Age, Ethnicity, Golfers Per 18, Slope.**

Lesson #3 – 10 Year Playable Day Reports and 11 Month Forecasts. **Weather Trends**

Lesson #4 - The template website you have created and your current use of technology have little value. **Become transaction vs. information oriented**

Lesson #5 - Do you know the financial results of your competitors? **Benchmark**

Lesson #6 - Avoiding the Death Spiral? **Invest and budget capital reserves**

Lesson #7 – Shattering "illusory superiority" thinking that their customers are loyal when they are not. **Secret Shop and Survey**

Lesson #8 - Stealing customers from your competitors and from third party tee time providers is easy. **Create SKU that identifies third party times sold**

Does the Process Work?

Participant Response

“Participating in the Clemson Study with Golf Convergence was one of the best moves we made in 2013. Our company strives to be on the cutting edge, and we do many creative and unique things.

However, going through the steps outlined by Jim Keegan’s “The Business of Golf: What Are You Thinking” was an eye-opening experience for us.

We found many basic areas where we had substantial room for improvement, and came away from the process with a better understanding of our overall business. We have tweaked our business plan in a way that has already resulted in revenue improvement, and I am excited about our ability to continue to make positive changes based on what we learned.”



Del Ratcliffe, PGA
Ratcliffe Golf Services, Inc.

President

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(866) 552-9988 (fax)

dratcliffe@earthlink.net



Does the Process Work?

Participant Response

"As a golf course operator for over thirty years, I was surprised at how much useful information I gleaned from my participation. If you want evaluate the way you are doing business, and compare it to others across the country, this is the class for you. Jim Keegan and Golf Convergence are experts in golf operations and you will find the process enlightening and invaluable."



James E. Roschek
President & CEO
Municipal Golf Association San Antonio

Brackenridge Golf Course
2315 Avenue B.
San Antonio, Texas 78215

jim@satxgolf.com - Email
(210) 853-2261 Office
(210) 268-5110 Cell

Does the Process Work?

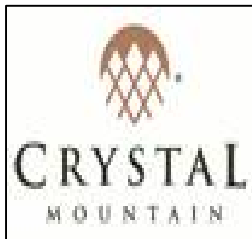
Participant Response

June 2014 saw us increase our sales just in Greens and cart fees by \$40,000 with an increased ADR of \$3.00.

We have put into effect almost all of your recommendations. And it is working! Here are the things we have done. And I am putting these in order of importance.....

1. Hired a high-quality golf course superintendent who is a fit for our culture. He has totally transformed the quality of our golf courses to rival any course in Northern Michigan.
 2. Using yield-managed tee times through Golfswitch.
 3. Maintaining closer contact with our email database. We are sending more information out (once per week).
 4. More of a golf focus on our website and easier to find where to book tee times
 5. Purchase of new golf accessories such as tee signs, garbage cans, water coolers, ball washers. Also revamped our driving range with all new products. AND USING WHITE RANGE BALLS!!!!
 6. New wooden flagsticks and bunker rakes.
 7. New rough unit and greens roller and bench grinder and reel grinder.
 8. Added amenities to golf carts (hand towels, bag tags, tees) and put a scorecard and pencil with an eraser on each cart.
- Jim I brag to everyone how you brought life back to our golf operation.

I even had Chris and Jim MacInnes say “Thanks for reviving our golf product”. It was forgotten for several years. Bringing you into the picture MADE THE DIFFERENCE!! Cause nobody would listen to me!!



Brad Dean | Director of Golf
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Crystal Mountain
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Thompsonville, MI 49683-9742
www.crystalmountain.com



So, what does it all mean?



DID YOU KNOW

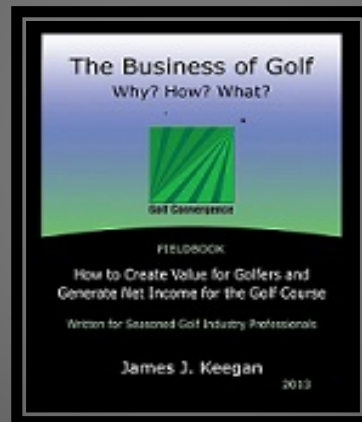
Becoming a
Winner



Solution 1: Self - \$199.95 “Why50”

www.golfconvergence.com

Seasoned Professionals





Winter Webinar Series:

January 8, 2015

Create 2015 Strategic Plan and Annual Budget

\$7,500 total investment: \$3,750

J.J. Keegan, Managing Principal
jkeegan@golfconvergence.com
t. 303 283 8880
c. 303 596 4015



2015 Program

University

Class Schedule

Class Exercises

Attributions

Register Now

Tweets

 Follow



JJ Keegan @golfconvergence 19 Sep
Video: Segway. Another way to attract entrants. Look more stable than golf board. Would try if course rented. bit.ly/1o8Ump1



JJ Keegan @golfconvergence 18 Sep
Email marketing isn't going anywhere, here is why - statistics about the every presence and beneficial use of email. bit.ly/1rgsN20



JJ Keegan @golfconvergence 16 Sep
Should munys invest \$12.5 mil. in TopGolf franchise & close money losing courses? If Parks' role is to entertain masses, answer maybe "yes."



JJ Keegan @golfconvergence 15 Sep
Should your emails be image or text based? This case study presents some great insights on what you should do. bit.ly/Xp0EKd

Tweet to @golfconvergence

2015 Business of Golf University CLASS SCHEDULE



Golf Convergence

The Golf Convergence Business of Golf University January, 2015

| Date | Start Time | Class: 60 Minutes |
|-------------------|----------------------|--|
| January 8, 2015 | 11:30 EDT – 8:30 PDT | Introduction to Why? How? What? |
| January 15, 2015 | 11:30 EDT – 8:30 PDT | Step 1 – Geographic Local Market Analysis |
| January 29, 2015 | 11:30 EDT – 8:30 PDT | Step 2 – Weather Playable Days |
| February 5, 2015 | 11:30 EDT – 8:30 PDT | Step 3 – Technology |
| February 12, 2015 | 11:30 EDT – 8:30 PDT | Step 4 – Financial Benchmarking and Financial Modeling |
| February 19, 2015 | 11:30 EDT – 8:30 PDT | Step 5 – The Golf Course: A Living Organism |
| March 5, 2015 | 11:30 EDT – 8:30 PDT | Step 6 – The Assembly Line of Golf |
| March 12, 2015 | 11:30 EDT – 8:30 PDT | Step 7 – Customer Loyalty and Preferences |
| March 19, 2015 | 11:30 EDT – 8:30 PDT | The WIN™ Formula |

DID YOU
KNOW

FAD



F
A
D

Focus

A

D

Focus Action D

Focus Action Decision

What's Important Now



Got Any



Thank you
For Sharing in the Results from the Clemson Ph.D. Study
A Winning Playbook for Golf



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