

Golf Management Made Easy

January 1, 2015



J.J. Keegan, Managing Principal



J. J. KEEGAN — WHY: MY PASSION IS CREATE VALUE FOR GOLFERS ON A FOUNDATION THAT OPTIMIZES THE FINANCIAL PERFORMANCE OF A GOLF COURSE.



- ◆ Experience: Managing Principal - **Golf Strategist** – 10 years including 7 months as **Interim GM** operating golf course in Dallas, TX. CEO - Fairway Systems – 16 years (450 golf courses, 7 countries, all major municipalities);
- ◆ Sample of 2014 Client Engagements: Cities of Arlington, Litchfield, Louisville, Sioux Falls, Virginia Beach; Cog Hill, MacDonald Island Park, Minneapolis Park Board, Talking Stick Resort, Trilogy
- ◆ Memberships: **CMAA** –inactive (305 hours), NGF, GCSAA
- ◆ Speaker: NGCOA – Canada, Clemson PGM, NGCOA, GCSAA, NRPA
- ◆ Webinar Host: Clemson University, Keiser College, Holland College, Golf Academy, Professional Golfers Career College, University of Wisconsin
- ◆ Golf Magazine Panelist: **Visited 4,000+ golf courses** in 46 of the 203 countries, **played 1,600+** of the world's 33,000 courses.
- ◆ Education: **BBA** – TCU, **MBA** – University of Michigan
- ◆ Licensing: **CPA**, inactive
- ◆ Author: "Why Exceed? The ROI of a Basic Primer" (A Basic Primer) – 16 countries, 4,400+ copies sold, 15 Colleges and Universities
- ◆ Author: "Why Exceed? The ROI of a Basic Primer" (A Basic Primer) – 16 countries, 4,400+ copies sold, 15 Colleges and Universities
- ◆ Panelist: Golf Magazine Top 100 Golf Courses in the World
- ◆ Accomplishments: **Boosting EBITDA by > 12% of gross revenue**



DID YOU
KNOW

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





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

—Shunryu Suzuki



Heuristic ([/hjəˈrɪstɪk/](#); [Greek](#): "Εὕρισκω", "**find**" or "**discover**")

Refers to experience-based techniques for problem solving, learning, and discovery that find a solution which is not guaranteed to be optimal, but good enough for a given set of goals.

Where the exhaustive search is impractical, heuristic methods are used to speed up the process of finding a satisfactory solution via mental shortcuts to ease the cognitive load of making a decision.



GLMA

Technology

Facilities

Customers

1

2

3

4

5

6

7

Weather
Impact

Financial
Metrics

Operations

Uncontrollable

Controllable

STRATEGIC TEMPLATES

| | | | | |
|---|------------------------------------|------------------|--------------|---|
| 0 | Strategic Planning | Web based survey | Entry | These pre-test templates ask 40 questions to ascertain the level of the respondent's knowledge of the business of golf. Your answers can be compared to a national survey. |
| 1 | A Geographic Local Market Analysis | Excel | Intermediate | Demographic profile (age, income, ethnicity & population density) contrasts your course with the golf courses within 30 miles of yours to determine strategic potential. |
| 1 | Vision – Private Golf Course | PowerPoint | Entry | Promises versus performance. This templates helps a private club determine if its brand promise is at the platinum (5-star), gold (4-star), silver (3-star, bronze (2-star) or steel (1-star). |
| 1 | Vision – Public Golf Course | PowerPoint | Entry | Promises versus performance. This template helps a public course (daily fee, municipal, or resort) determine if its brand promise is at the platinum (5-star), gold (4-star), silver (3-star, bronze (2-star) or steel (1-star). |
| 2 | Weather Playable Days Calculation | Excel | Intermediate | Is your facility under- or over-performing in relationship to the number of golf playable days? This template will help you measure that benchmark. |

TACTICAL TEMPLATES

| | | | | |
|---|--|-------|--------------|--|
| 3 | Technology Integration Checkpoint | Excel | Intermediate | How are you leveraging technology to boost your revenue? This template grades your use of technology from 1st grade to the PhD level. |
| 4 | Cash Flow Forecast – 5 Years – Daily Fee/Municipal | Excel | Advanced | The operation of a daily fee or a municipal golf course can be forecast based on 60 controllable variables. This worksheet facilitates sensitivity analysis to quickly project revenues, income, and expenses for the next 5 years for daily fee and municipal golf courses. |
| 4 | Cash Flow Forecast – 5 Years – Resort | Excel | Advanced | The operation of a resort can be forecast based on 75 controllable variables . This worksheet facilitates sensitivity analysis to quickly project revenues, income, and expenses for the next 5 years for resort golf courses. |
| 4 | Cash Flow Forecast – 5 Years – Resort | Excel | Advanced | The operation of a private club can be forecast based on 50 controllable variables . This worksheet facilitates sensitivity analysis to quickly project revenues, income, and expenses for the next 5 years for private club courses. |



| | | | | |
|----|--|------------|--------------|---|
| 4 | Green Fee Calculator – Complex: Quantitative | Excel | Advanced | There is a relationship between 18 weekend, weekday, 9 holes, morning, afternoon, senior, and junior green fee rates. This template confirms those interrelationships to ensure all of your prices are “in balance” for the fees posted. |
| 4 | Green Fee Calculator – Simple: Qualitative | PowerPoint | Intermediate | What is the correct green fee price? The slope rating, the strategic elements, conditioning, grass texture, ambience; the amenities provided are the variables that should determine price. |
| 4 | Green Fee Yield – Revenue Modeling Exercise | Excel | Intermediate | The impact on future revenues from changes in rounds and associated yields from the top revenue categories are modeled to measure the impact of potential rate changes. |
| 4 | Season Pass – Fair Fee | Excel | Beginner | Utilizing weather-playable days, anticipated rounds the season pass holder will play during the year, and an appropriate discount, determine the fair price to assess. |
| 4- | Sensitivity Pass Analysis | Excel | Intermediate | What is the impact of changing the season pass price on total revenues, considering the golfers that will choose to merely pay-as-they-go? This template facilitates calculating the revenue impact of price changes and the number of subscribers. |

OPERATIONAL TEMPLATES

| | | | | |
|---|---|-------|--------------|---|
| 5 | Golf Course Budget/Business Plan Template | Excel | Advanced | Golf course maintenance is a considerable expense, often accounting for 40%-60% or more of gross income. The step-by-step budget process helps to build a business plan as well as an excellent, goal-based golf course maintenance operation budget. |
| 5 | Step 5 - Deferred Capital Expenditures Template | Excel | Entry | There are 14 depreciable capital components that comprise a golf course. This spreadsheet will help you determine the annual capital allocation that should be in reserve and the aggregate deferred component. |
| 5 | Step 5 - Equipment Template | Excel | Advanced | There are 44 different pieces of equipment required to properly maintain the course. This worksheet calculates the value of equipment on hand, capital reserves required and components that should be acquired. |
| 5 | Labor/Task Analysis | Excel | Intermediate | Labor has an impact of great proportions on any aspect of the golf operation; proper allocation of resources must be top-of-mind. This template will allocate sensibly labor resources and report back costs and hours |

| | | | | |
|---|--|-------|----------|--|
| 5 | Step 5 - Maintenance – Labor Hour Templates | Excel | Advanced | A superintendent engages in 40 separate tasks that vary by day, week, season, or annually. This worksheet calculates the labor hours required annually to maintain a golf course and provides a comparison to actual labor expended. |
| 5 | Step 5 - Weekly Golf Maintenance Labor Scheduler | Excel | Advanced | By keeping track of the hours required per week, their cost, and who should be assigned the tasks at hand, this worksheet aids the superintendent in scheduling the week ahead. |
| 6 | Step 6 –Golf Course Checklist – Secret Shopper Service | Excel | Entry | On the assembly line of golf, there are 111 customer touch points that contribute to the player's perception of value. This checklist provides guidance in measuring the experience provided at your golf course. |
| 7 | Step 7 – Golfer Survey – Loyalty and Preference | Excel | Entry | There are 30 questions that a customer survey should include. Use of this document will help your golf course craft an effective survey to ensure insightful responses. |



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.

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.

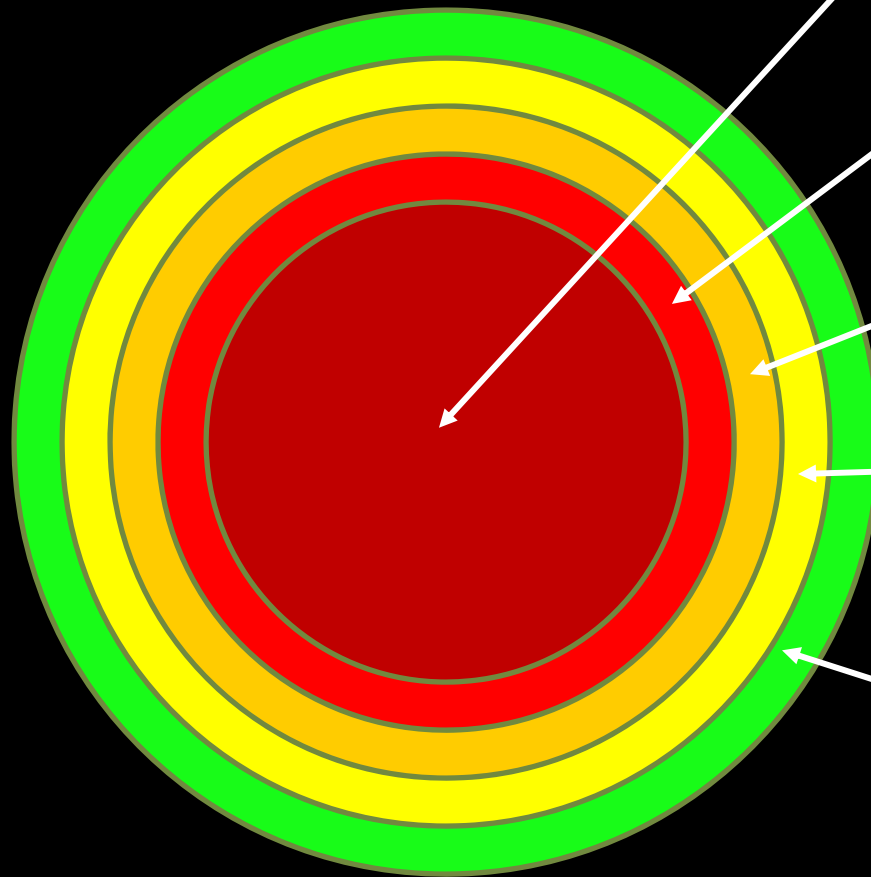
Observation #6 - Capital reserves are underfunded.

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.



80%



Core: Slope Rating 115 -124, <20 Miles
75%, MHI \$45,000 - \$65,000, Typical Age
& Ethnicity, 1,600 – 2,000 Golfers Per 18

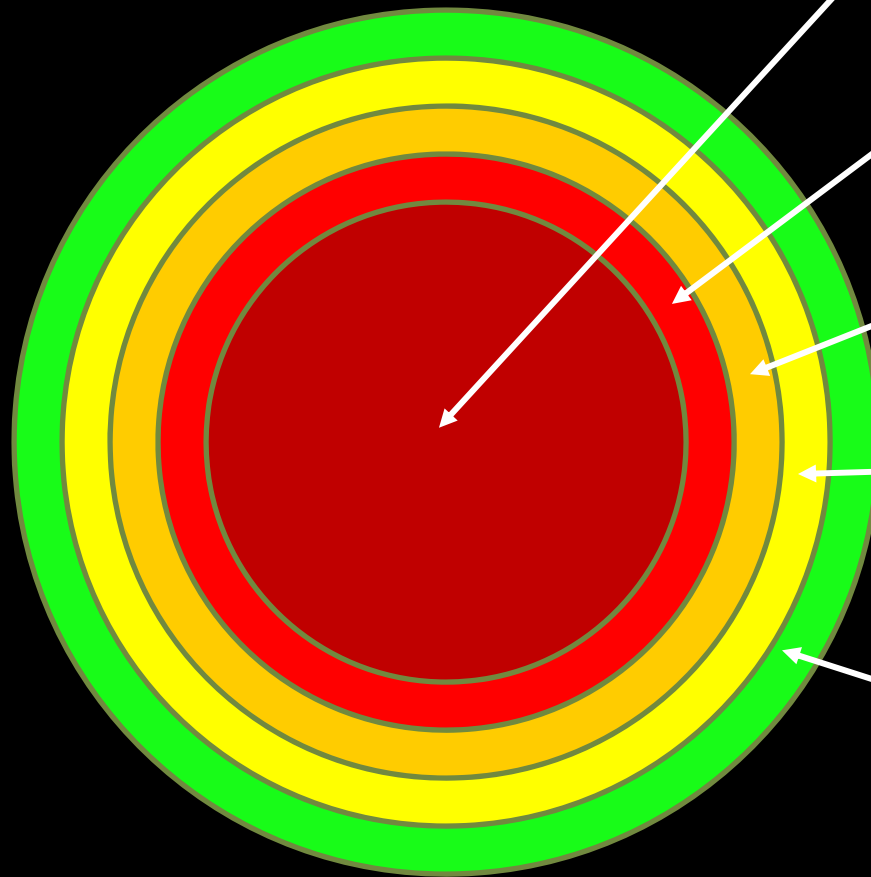
Demand Exceeds Supply

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

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Value = Experience - Price



Experience > Price



Financial Prosperity

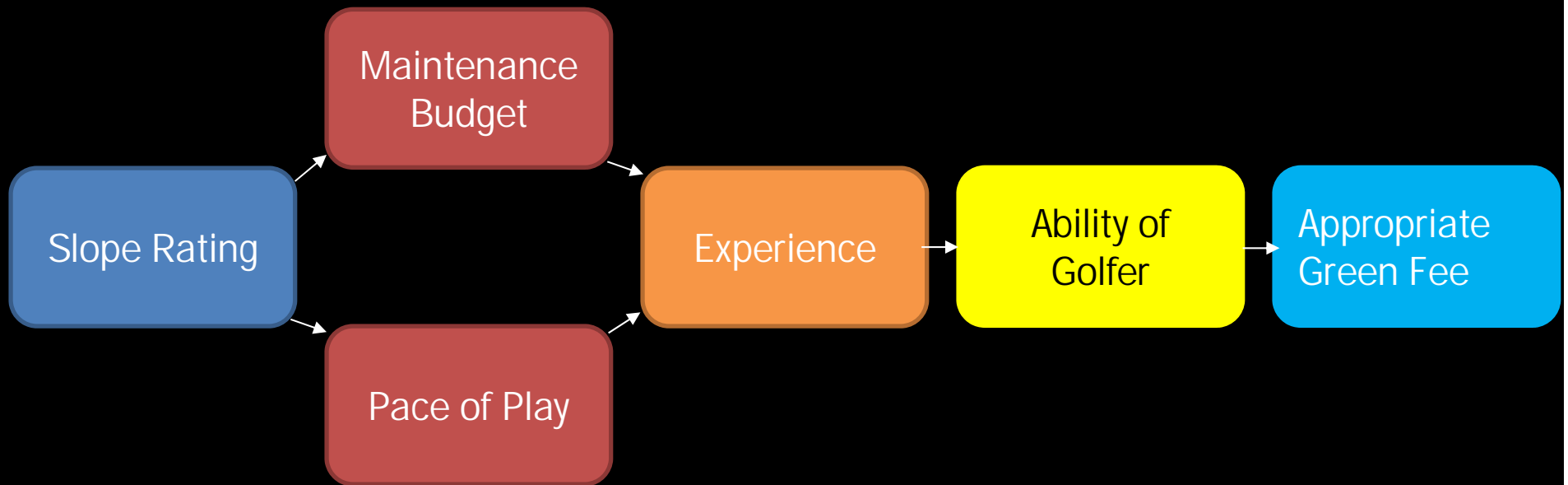


Price > Experience

May you rest in peace



Experience = Net Income + Capital Inv't.



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



So, what does it all mean?



Office DEPOT

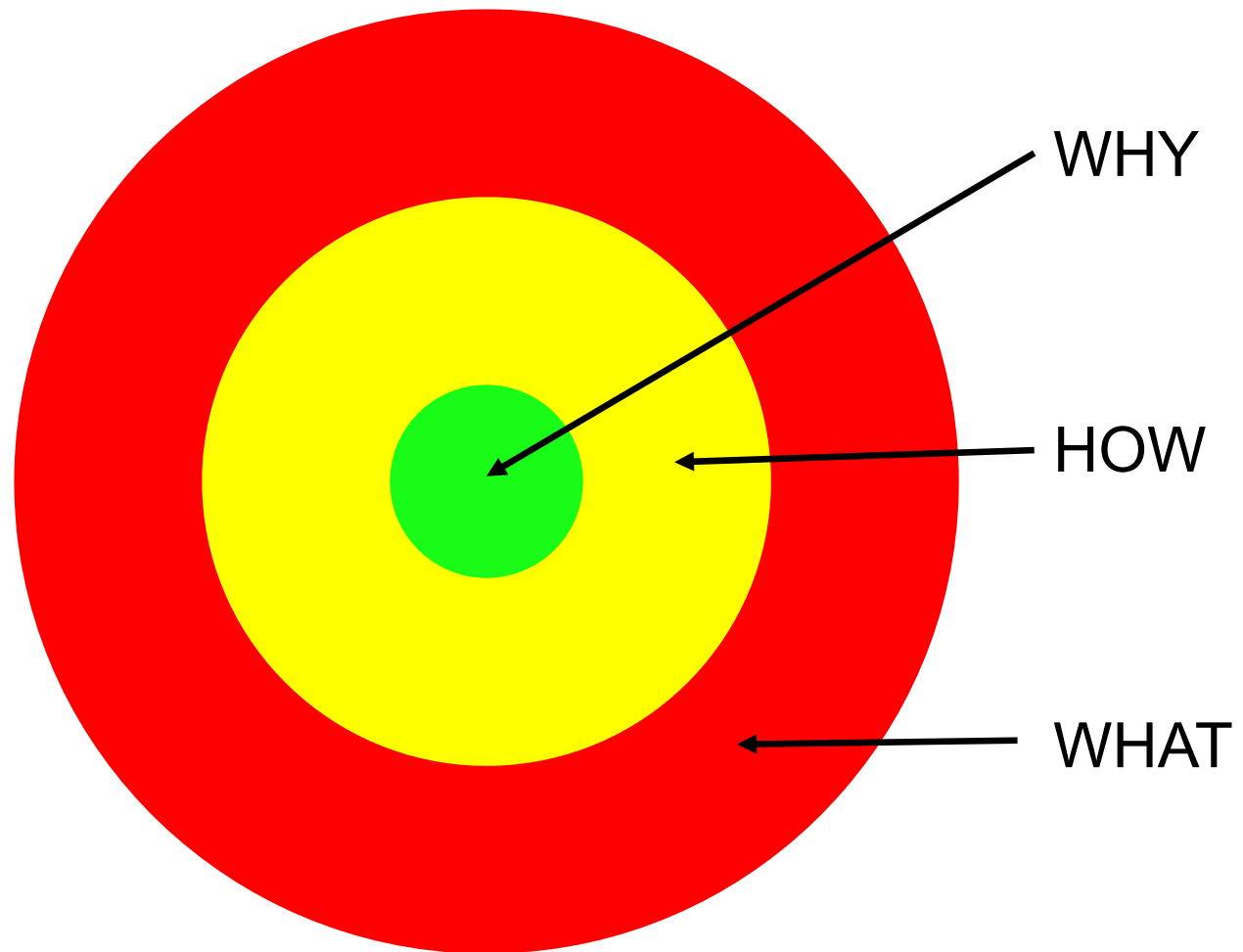
SIMONSINEK



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The Golden Circle of Communication™: Simon Sinek





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.

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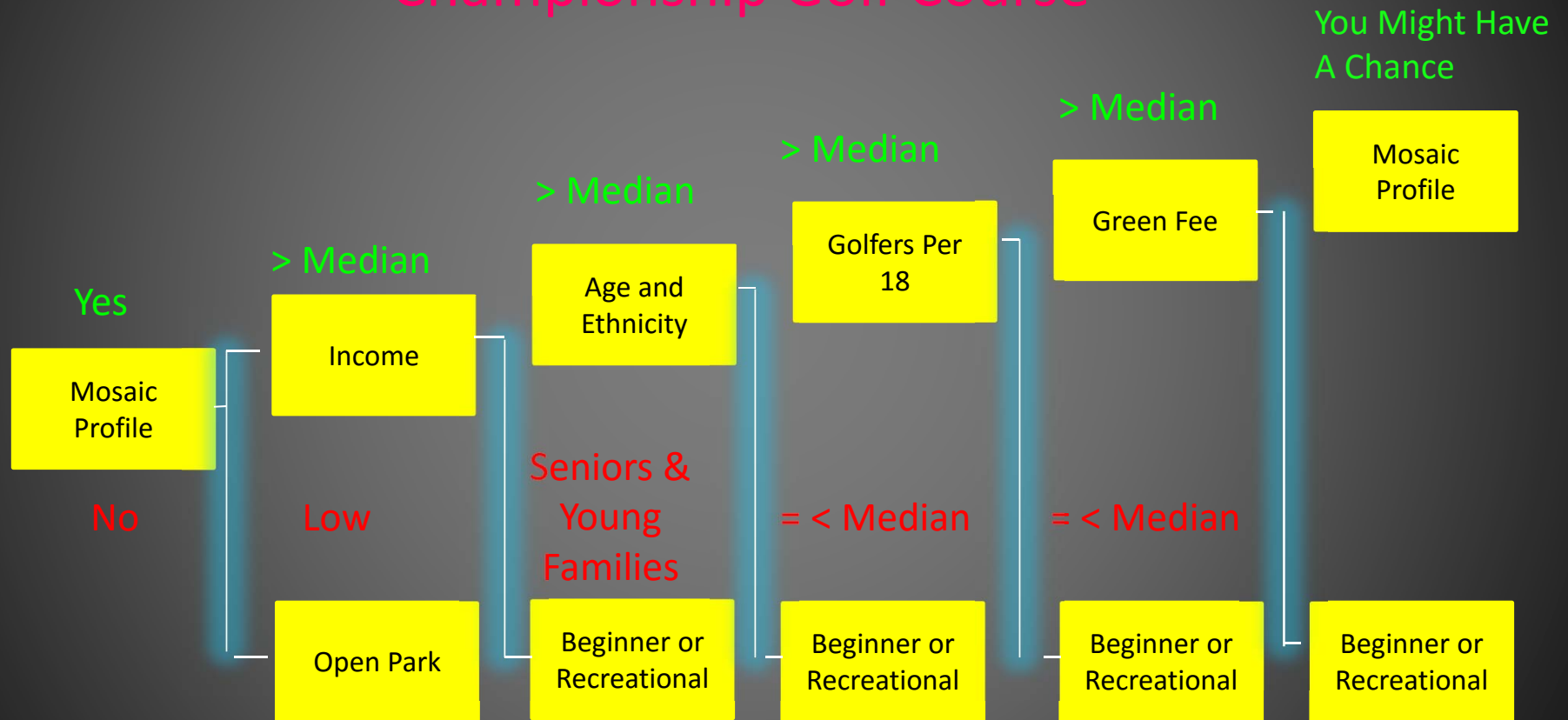
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Six Numbers Define the Potential of Your Golf Facility



The Critical Path

The Barriers to A Fiscally Sustainable Championship Golf Course

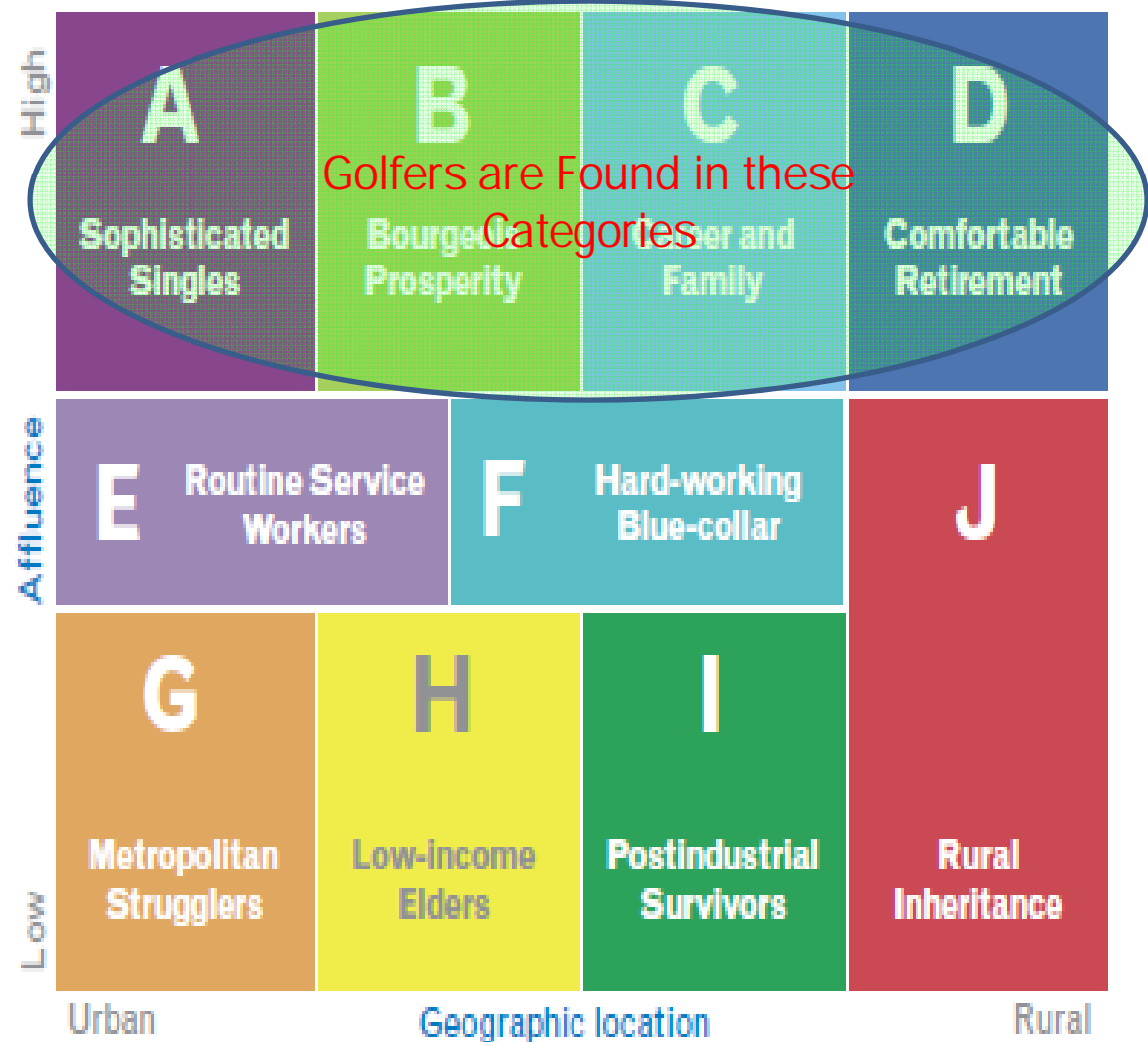


Mosaic Global

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.



| | 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% |

| 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 |

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

| 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 |

MOSAIC ANALYSIS

| MOSAIC | Initial Reaction | Slope Rating | Highest Price | 2.5 | 5 | 10 |
|----------------------|------------------|--------------|---------------|---------|---------|---------|
| Meadowbrook | Wrong Product | 125 | 40 | -28.80% | -20.50% | -8.40% |
| Pecan Valley - Hills | Good Potential | 128 | 38 | 17.90% | 9.10% | -5.80% |
| Pecan Valley - River | Good Potential | 126 | 45 | 17.90% | 9.10% | -5.80% |
| Rockwood | Maybe | 114 | 35 | -24.70% | -15.70% | -10.30% |
| Sycamore Creek | Maybe | 119 | 28 | -30.00% | -24.50% | -10.30% |

Age, Income, Ethnicity

| | Mileage | Meadowbrook | Pecan Valley | Rockwood | Sycamore Creek |
|------------------------------|---------|-------------|--------------|----------|----------------|
| Conclusion | | Close | Looking Good | Possible | Close |
| Age | 2.50 | 89 | 108 | 85 | 84 |
| Age | 5.00 | 89 | 103 | 86 | 83 |
| Age | 10.00 | 91 | 91 | 88 | 90 |
| Income | 2.50 | 69 | 107 | 73 | 57 |
| Income | 5.00 | 74 | 104 | 76 | 67 |
| Income | 10.00 | 90 | 92 | 88 | 89 |
| Ethnicity - Hispanic | 2.50 | 205 | 75 | 401 | 299 |
| Ethnicity - Hispanic | 5.00 | 216 | 116 | 299 | 303 |
| Ethnicity - Hispanic | 10.00 | 199 | 190 | 217 | 202 |
| Ethnicity - African American | 2.50 | 311 | 97 | 31 | 233 |
| Ethnicity - African American | 5.00 | 231 | 128 | 72 | 169 |
| Ethnicity - African American | 10.00 | 122 | 130 | 117 | 132 |
| Golfer/18 | 2.50 | 1,607 | 737 | 1,600 | 1,736 |
| Golfer/18 | 5.00 | 2,241 | 1,895 | 1,709 | 2,298 |
| Golfer/18 | 10.00 | 3,195 | 2,309 | 2,749 | 2,782 |

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Weather
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Controllable

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

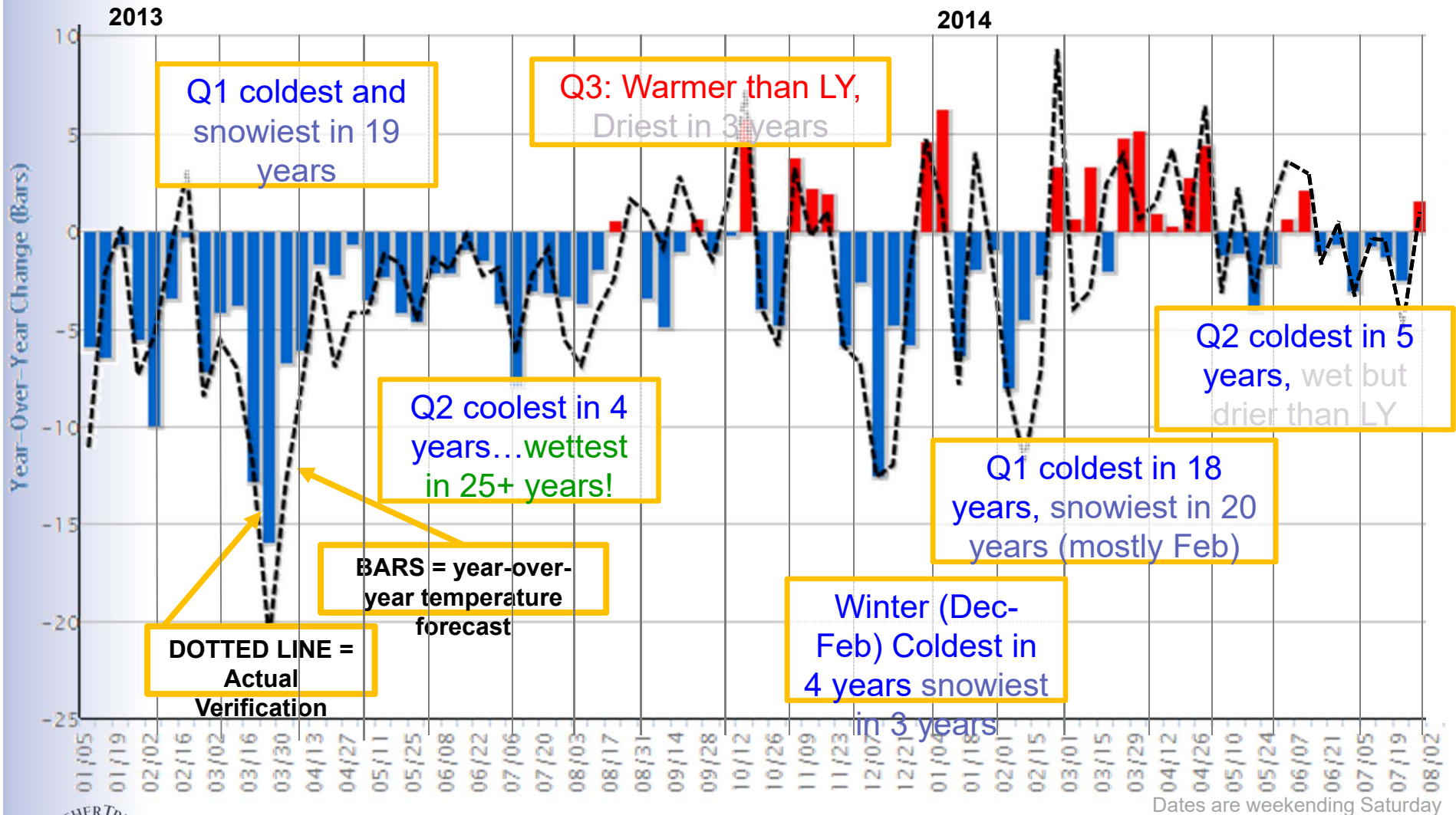


Morgan Stanley



KOHL'S
 expect great things

NATIONAL Year-Ahead WEEKLY Temperature Trends/Accuracy



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



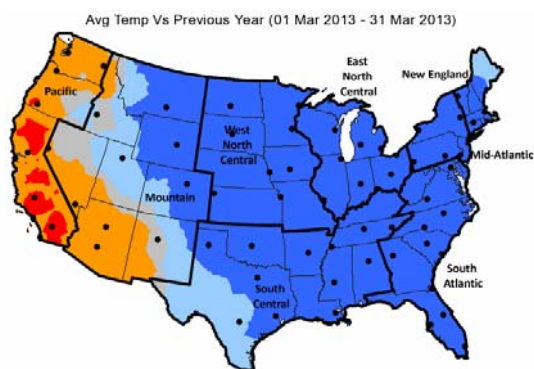
Copyright © 2014 Weather Trends International



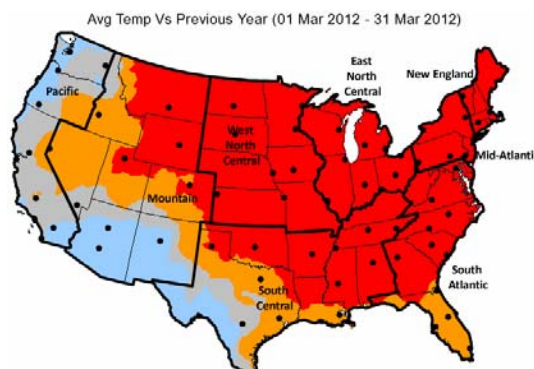
Volatile Weather = MAJOR BUSINESS RISK!

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

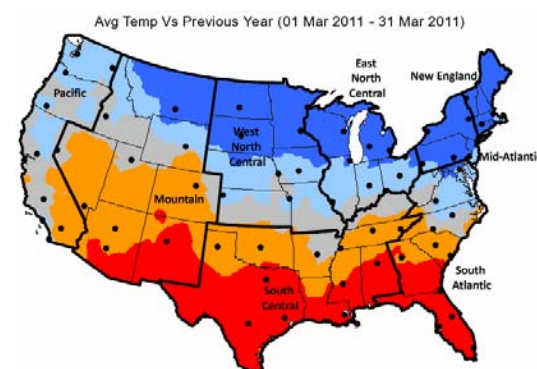
2013



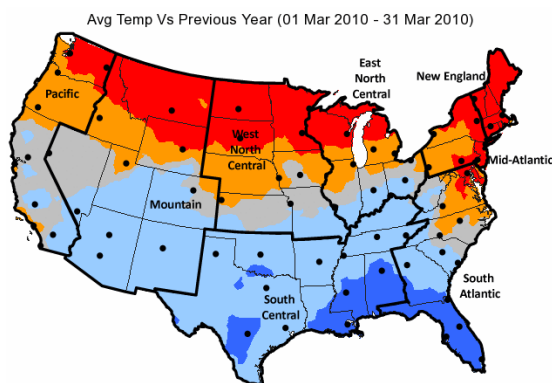
2012



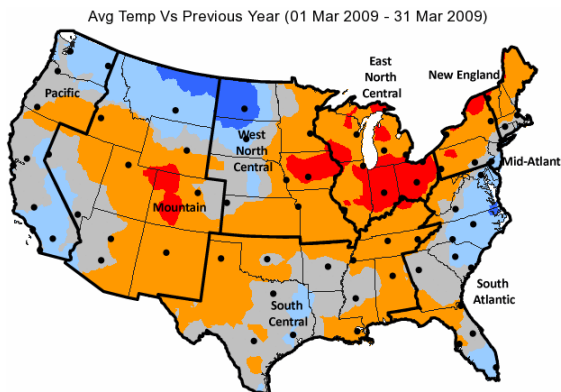
2011



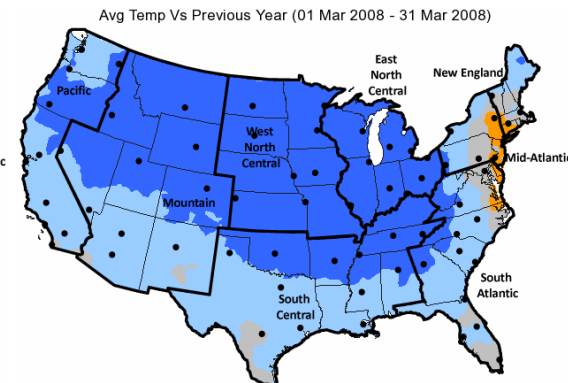
2010



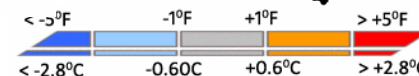
2009



2008

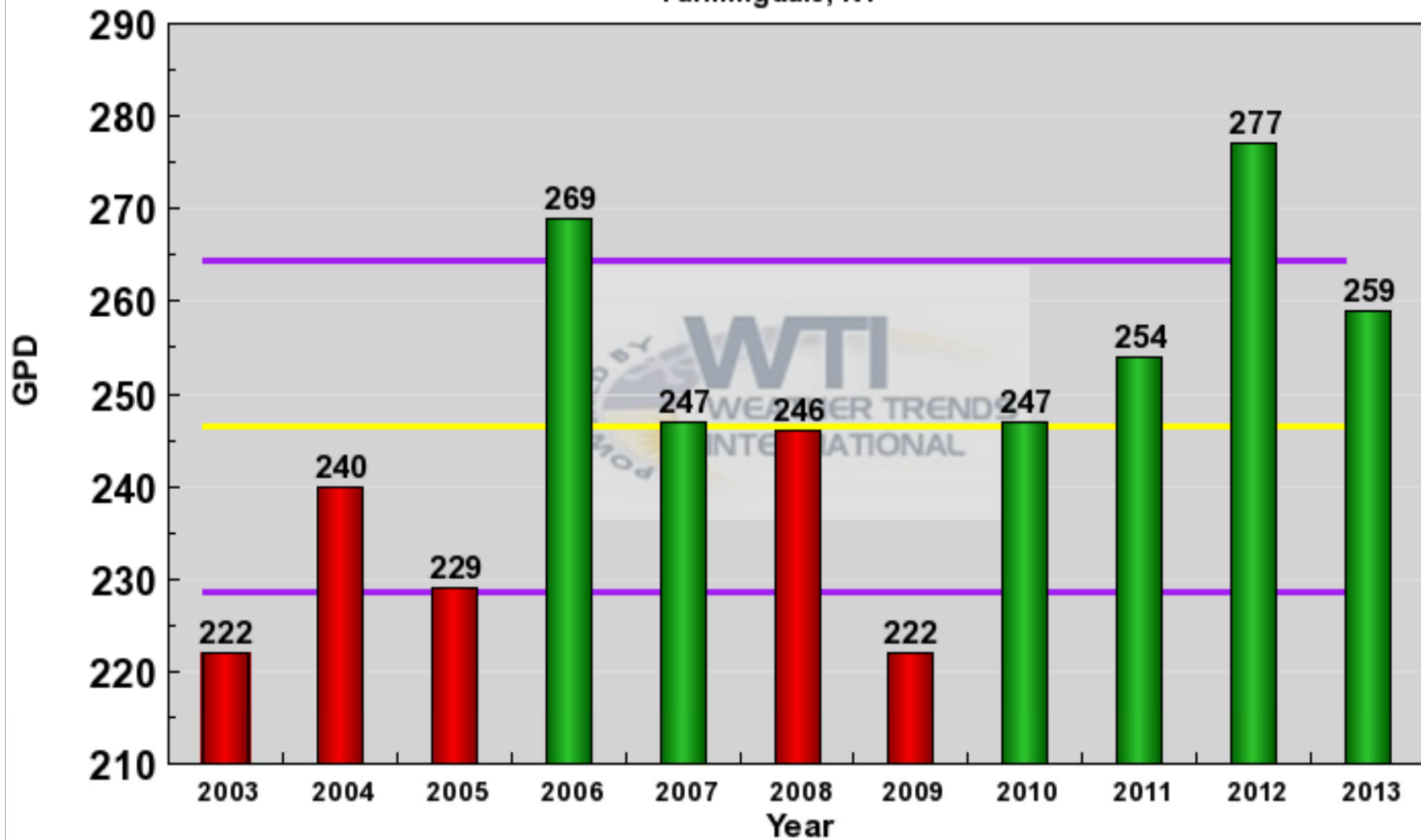


Note: Maps shown are March year-over-year temperatures. If the weather is identical, the maps would be grey which happens about 15% of the time or less.



Golf Playable Days

Farmingdale, NY



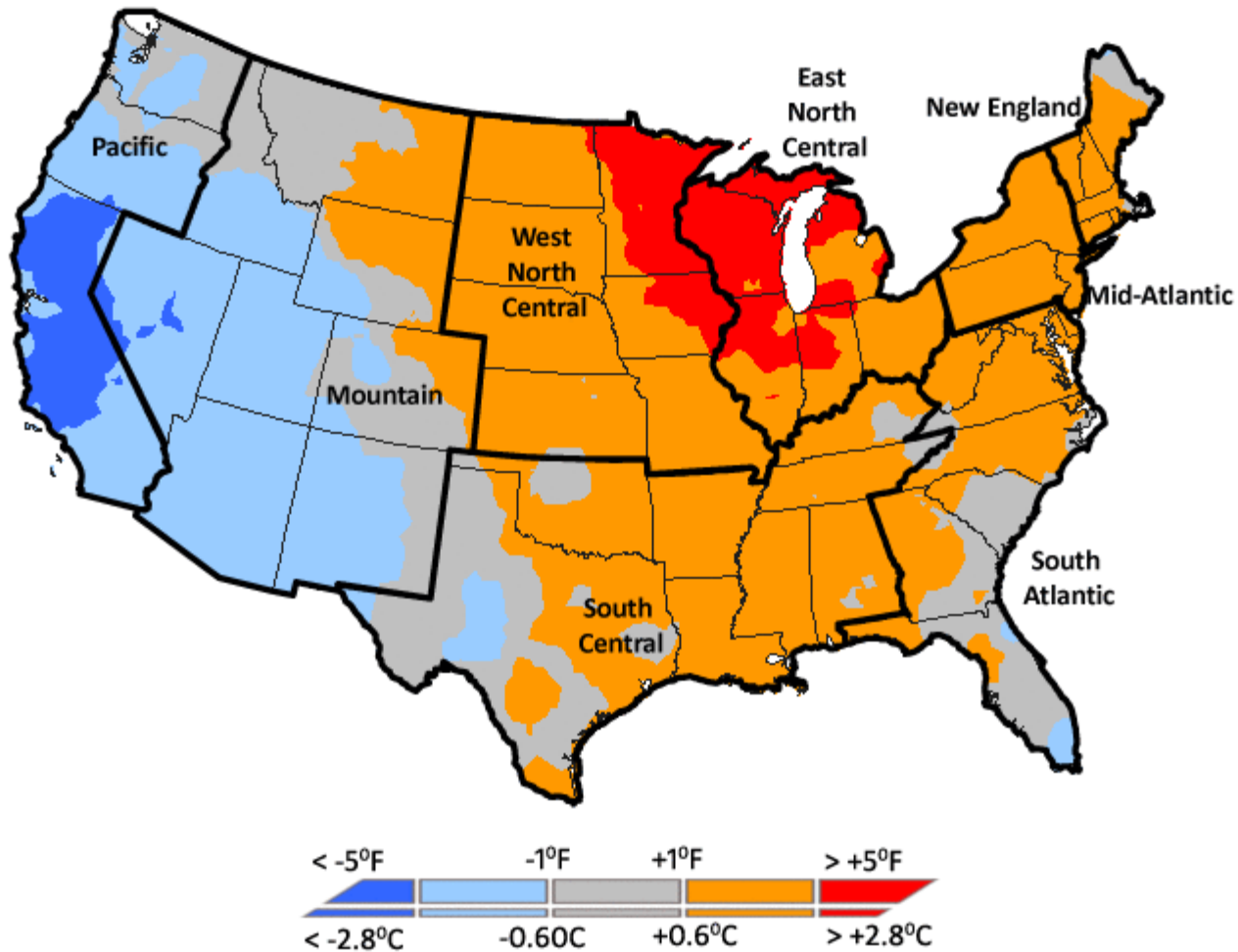
| Course | Golf Playable Rounds | Departure From Average | REVPAR | Revenue Exposure |
|-------------------------------|----------------------|------------------------|--------|------------------|
| Week 1 (Starting 2014-09-15) | | | | |
| Arlington Ridge | 1,408 | -123 | | |
| Balcones | 1,760 | 65 | | |
| 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



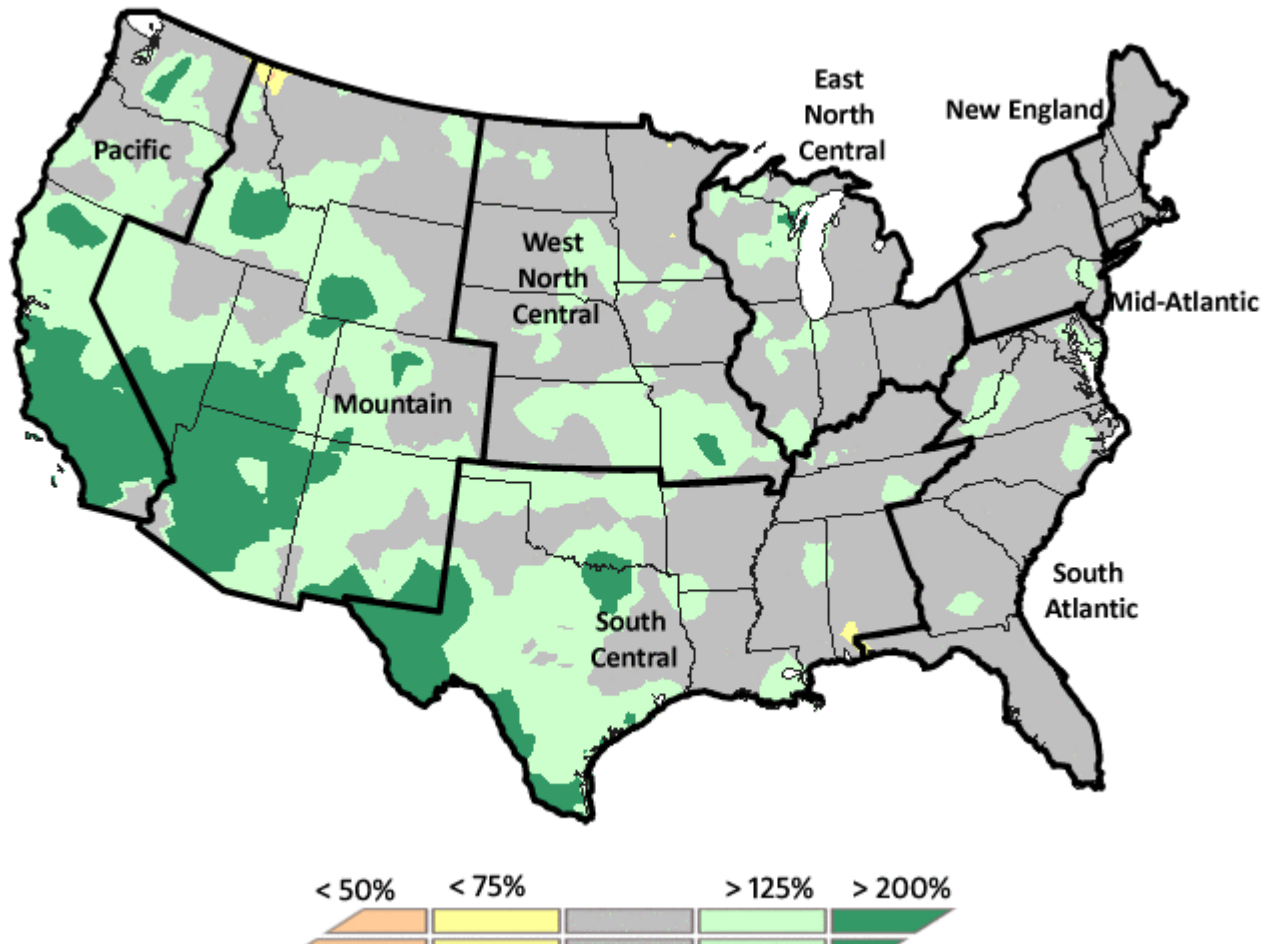
2015 Year-Ahead Forecast

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)



Controllable

DID YOU KNOW



GLMA

Technology

Facilities

Customers

1

2

3

4

5

6

7

Weather
Impact

Financial
Metrics

Operations

Uncontrollable

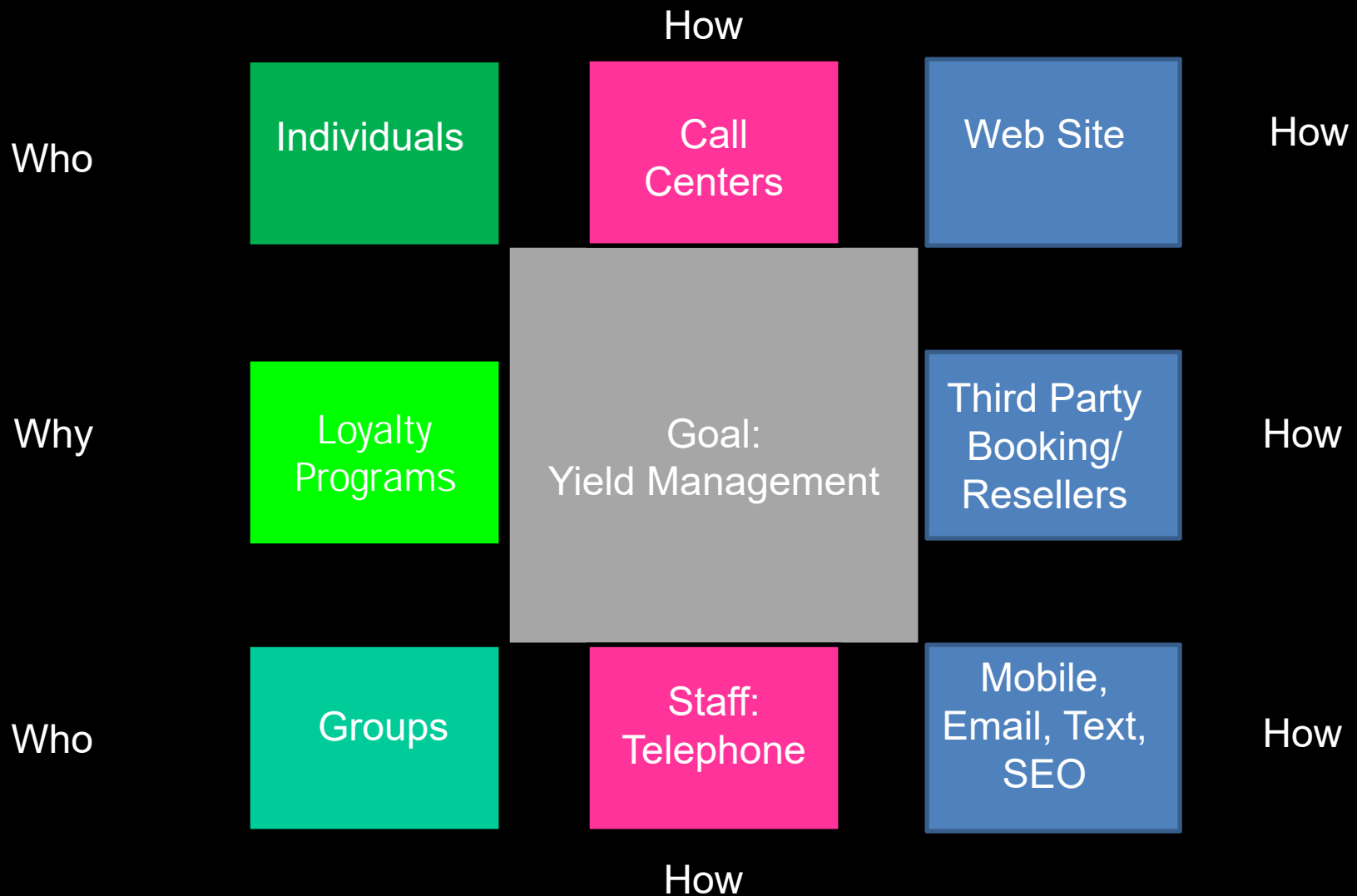
Controllable

3

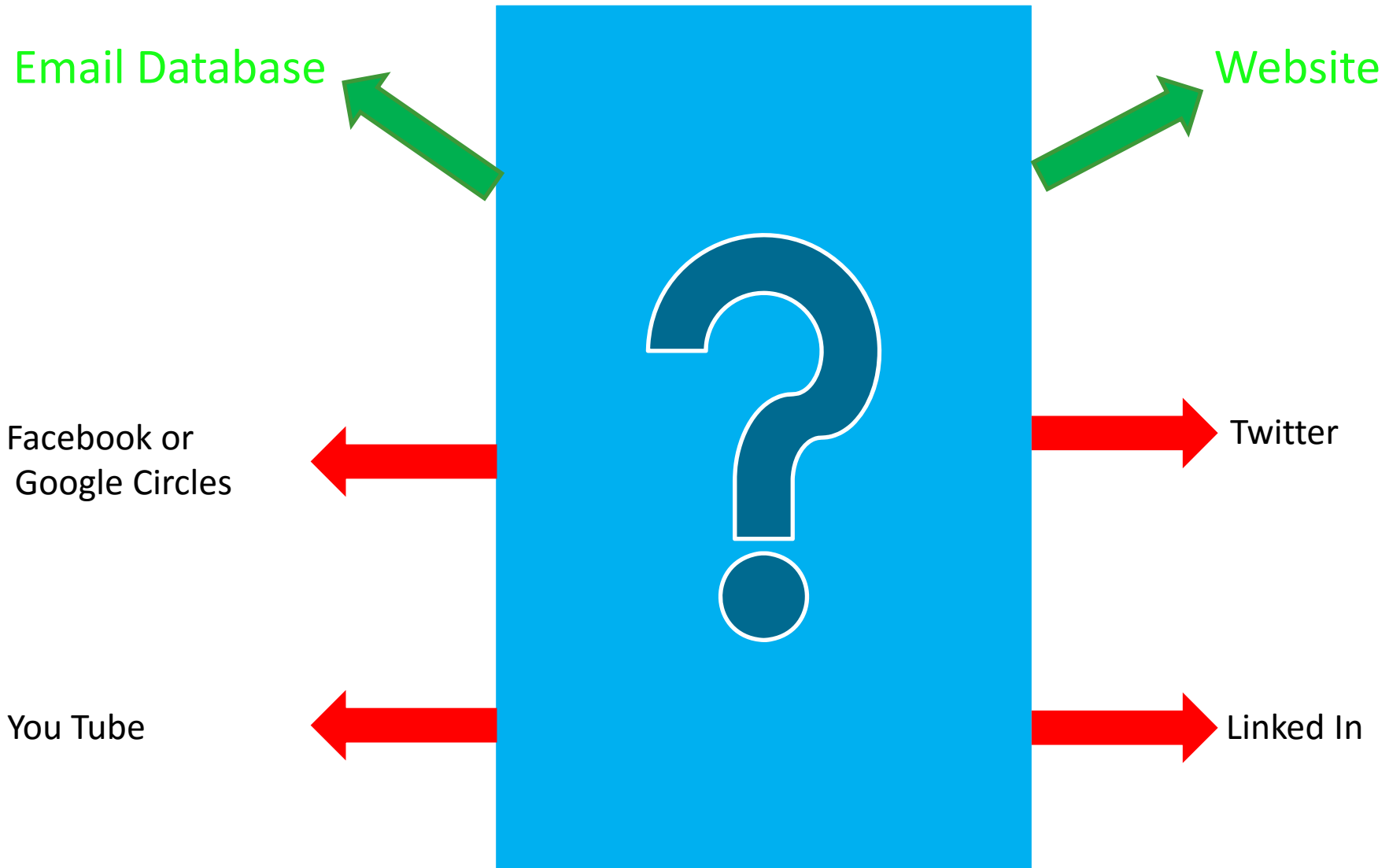
Technology is underutilized by nearly all golf courses. The web site design of 98% of all golf courses is poor; thus yield per round is not optimized.



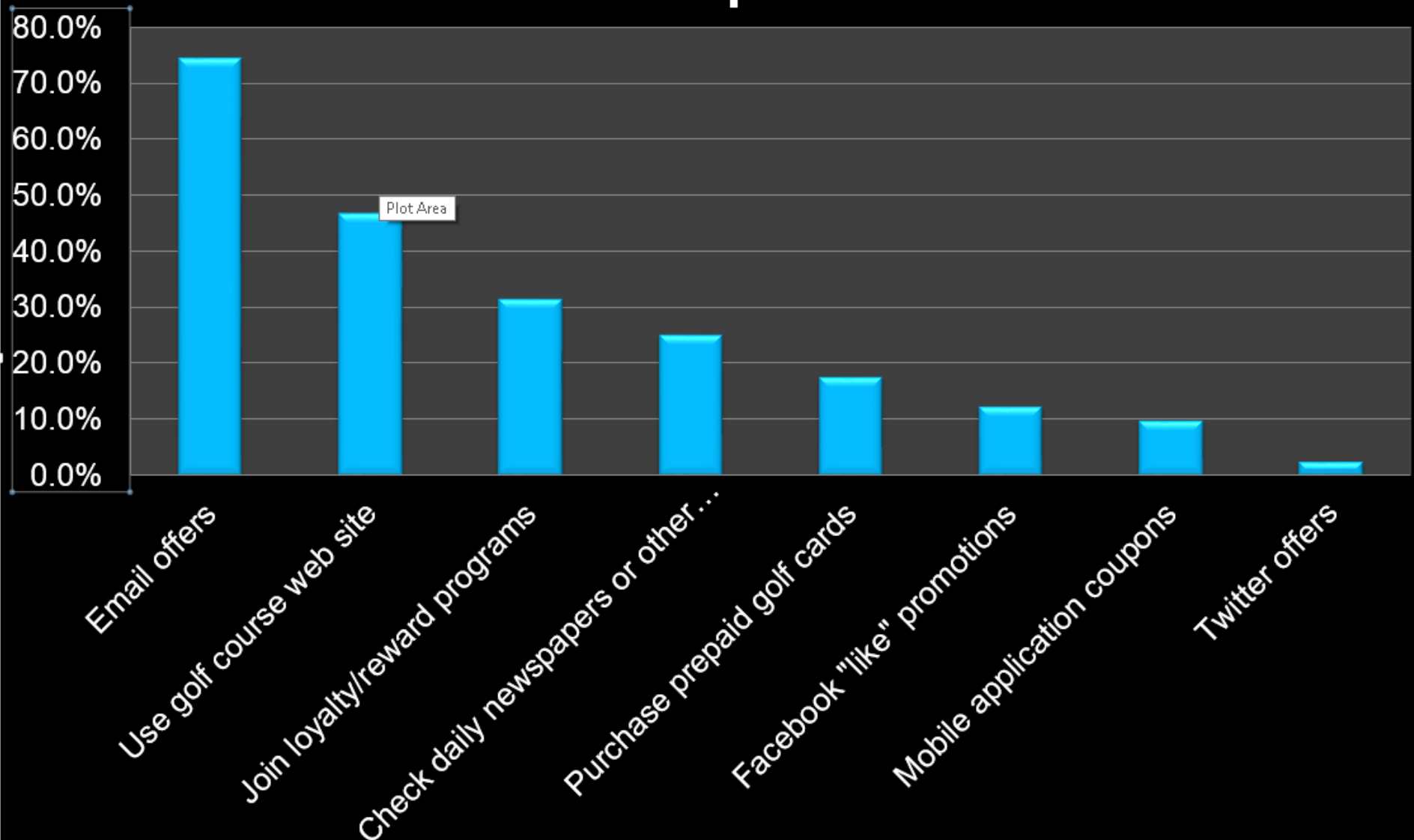
Numerous Channels to Book Revenue



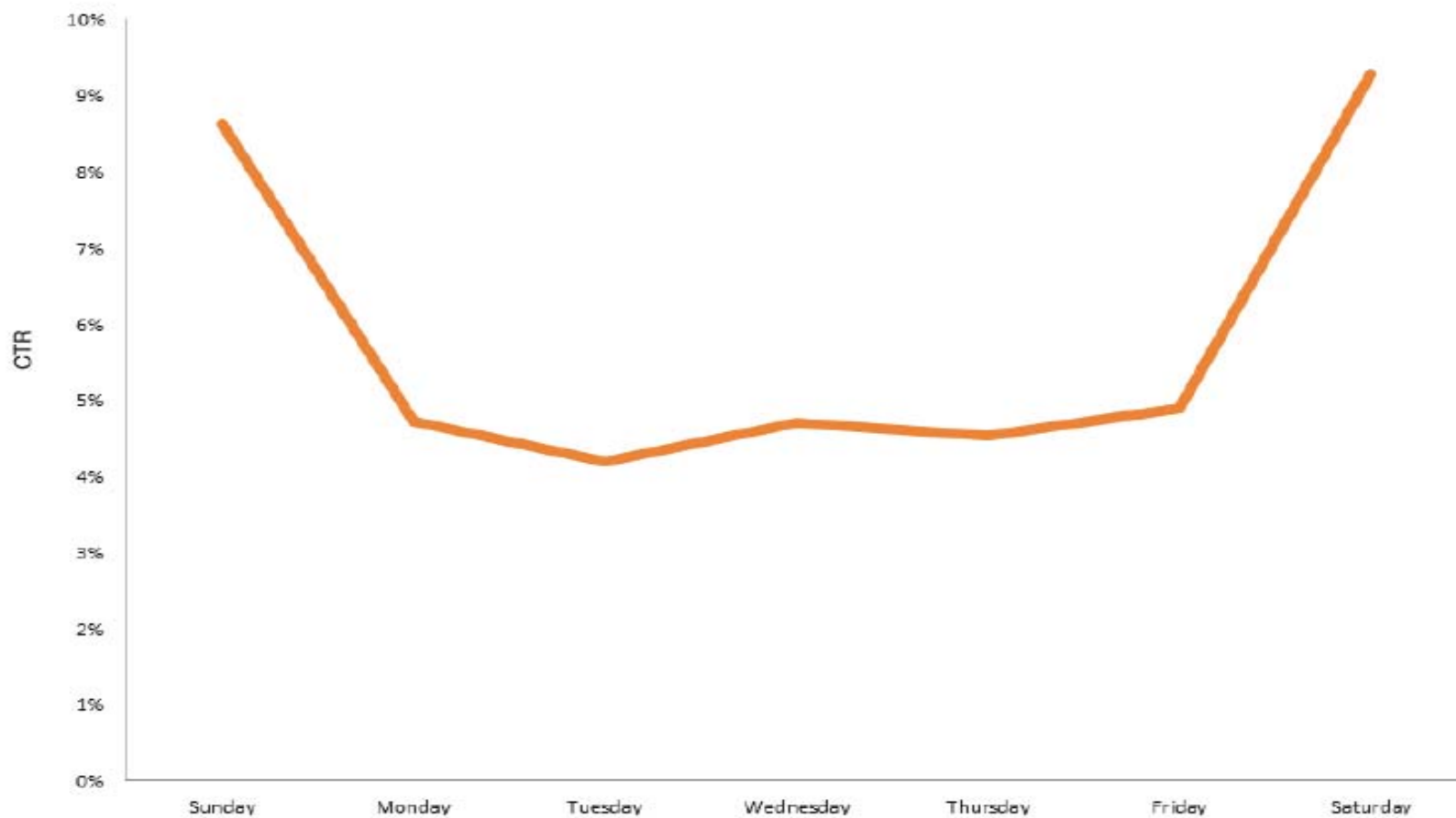
Marketing Options Are Clear



To Learn About the Course & Specials

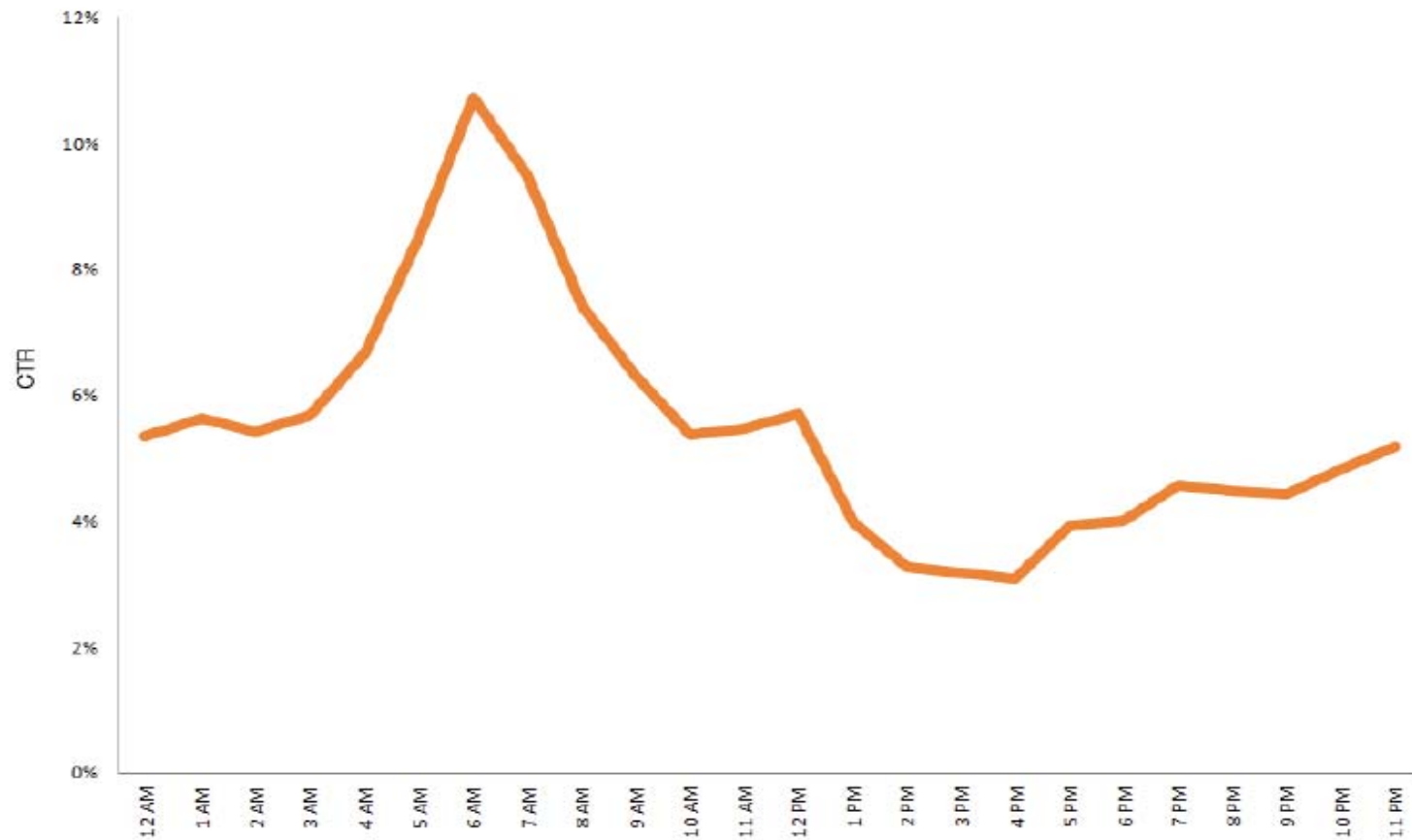


Effect of Day-of-Week on Clickthrough Rate



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"

Neshanic Valley Golf Course

TEE TIME BOOKING



Local
Weather



GOLF
THE LEARNING CENTER
CALLAWAY GOLF
PERFORMANCE CENTER
CATERING
LODGING
CONTACT US



News Releases



 SITE MAP

2301 South Branch Rd.
Neshanic Station, NJ 08853
908 369-8200

- [AWARDS](#)
- [Aeration Schedule](#)
- [Pro-Celebrity Tournament Video](#)
- [Championship Course Schedules](#)
- [Outing Schedule](#)





On-Line Tee Time Reservation

POWERED BY **ACTIVE**

[Home](#)

[Register](#)

[Reserve](#)

[Modify/Cancel](#)

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!](#)

[TOP](#)





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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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[Book as a Guest](#)

Weekend Special

\$14.99 per day

on an Economy or Compact

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Europe: Upgrade + Save up to \$55



1 2 3



James



EXPLORE & PLAN | MEETINGS & EVENTS | MARRIOTT REWARDS

MY ACCOUNT Sign In

NAME: James

MEMBERSHIP LEVEL: Silver

Enter your password to sign in

SIGN IN

☒ Remember Me - Private Computers Only

What's this?

Not James? [Clear remembered user](#)
[Forgot password?](#)

[My Account Overview](#)

[Trip Inspirations](#)

[DreamRewards Tracker](#)

[Profile](#)

[Marriott Rewards Insiders](#)

[Marriott Rewards Credit Card](#)

Upcoming Reservations

Rewards Account Activity

Promotion Central

Mobile check-in

Check-in from anywhere

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

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with stays worldwide.

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ONLY AT MARRIOTT.COM

CITY/AIRPORT SEARCH | [My saved hotels](#)

City or Airport Code

State (USA only)

Country

☐ My dates are flexible

Check-in date

(mm/dd/yy)

Check-out date

(mm/dd/yy)

No. of rooms

Guests/room

Marriott Rewards number

*****600

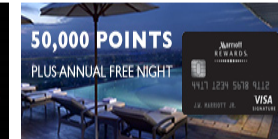
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LUXURY

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A STAR ALLIANCE MEMBER

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Flight | **Hotel** | **Car** | **Vacation**

☐ Round Trip ☒ One Way [Multiple Destinations](#)

From: (city or airport) To: (city or airport)
Denver, CO (DEN) San Jose del Cabo,

☐ Search Nearby Airports
☐ Find Lower Fare +/- 3 Days

☐ Search Specific Dates ☒ My Dates are Flexible

Depart Date: mm/dd/yyyy Time: Anytime
Return Date: mm/dd/yyyy Time: Anytime

Adults: 1 [Children](#) Offer Code (optional):

Cabin: Economy

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☐ Nonstop Flights Only

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Check-in is available within 24 hours of departure

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[Find a Reservation by Confirmation Number](#)

Reservation Type: ☒ Flight ☐ Car

Confirmation: Last Name:

[Go](#)

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

[View Account Details >](#)

[Need help signing in?](#) Visit the [United Hub](#) for information about PINs and passwords.

50% MILEAGE BONUS

Earn 1.5 miles for each dollar you spend.

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Give a bear and get one, too.
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Earn 2,000 miles while you shape up this summer.
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TEE TIME RESERVATIONS

Course: **Bali Hai Golf Club**

Date:

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

Players: **2**

[Reserve Tee Time](#)

CURRENT PROMOTIONS

PLAY DESERT PINES FOR ONLY

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



A DYE-DESIGNED TASTE OF THE CAROLINAS

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EXPERIENCE GOLF
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UNIQUE GOLF COURSES

Las Vegas Golf Courses

Experience Golf. Looking for a memorable Las Vegas Golf Vacation? Look no further than the three Las Vegas Golf Courses owned and operated by Walters Golf - Bali Hai, Royal Links and Desert Pines.



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.

Rates starting from **\$125**

[» Enter Paradise](#)



Royal Links Golf Club

You know you've always wanted to experience those legendary courses of the British Open. This is your invitation to enjoy 18 of the best holes from 11 different Open rotation layouts all on one course. Whatever your skill level, if you golf you owe yourself this "taste" of the Open.

Rates starting from **\$95**

[» Play The Soul of Scotland](#)



Desert Pines Golf Club

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

Las Vegas Golf Packages

SAVE Coming November 15th - Jan 30th? **SAVE** up to an Additional **\$100**
On select tee times and packages - Inquire Today!

Dare to Compare - You Won't Find A Lower Golf Rates on Golf in Las Vegas Guaranteed!

Reasons to book your Las Vegas tee times online with Walters Golf...

- ✓ No Booking or Cancellation Fees
- ✓ No Prepayment For Tee Times
- ✓ Lowest Rates, Guaranteed
- ✓ Access to the Best Tee Times
- ✓ Proud Member of the BBB



Comparable
Courses

Direct Online
Walters Golf

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

#7 Courses You Can Play in Alberta - Score 2011

Top 100 in Canada - Score 2008

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

I agree to [Terms of Service](#) ☐

[Search Tee Times](#)

Breaking News

We just read the latest review of www.calgarygolfblog.com. Check out the review at <http://www.calgarygolfblog.com/golf-course-review-the-links-of-glen-eagles/>



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Last Name:

Phone:

Email:

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

[Sign Up](#)



Thu 11/20/2014 6:26 AM

Website Tracking Daily Email <reports@visistat.com>

VisiStat - Daily Summary (www.golfconvergence.com)

To jkeegan@golfconvergence.com

If there are problems with how this message is displayed, click here to view it in a web browser.

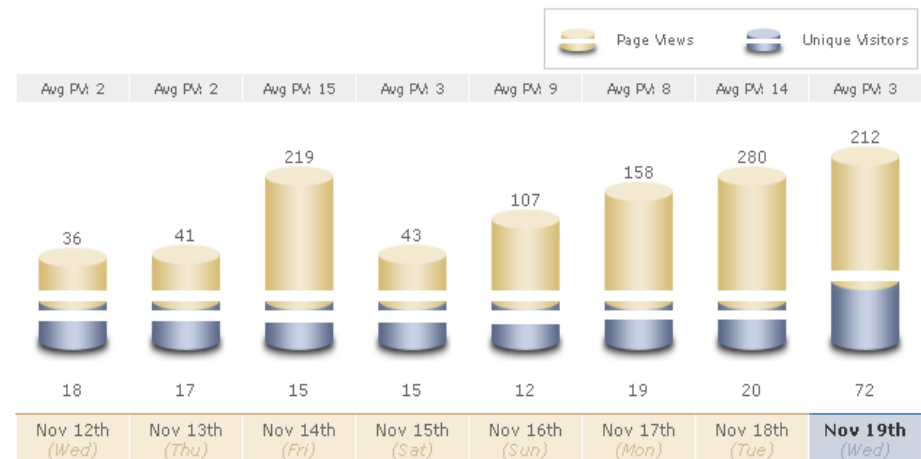


Log-in

Web Analytics Overview for www.golfconvergence.com (November 19th, 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 |
|-----------|-------|
|-----------|-------|



FileEditViewFavoritesToolsHelp

AlamoAdobe CentralAMEXBitlyBBVAFacebookEditorESPNGolf ConvergenceGolf Convergence - AdminGoogleAdWordsLinkedInMy ReservationsMSNPGALinksSchwabTacticianTwitterSurveyUnitedVRRVisiStat

VisiStat
Where Clicks Convert™

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Leads17

Conversions0

Forms0

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LEADS ▶ Live LeadsReporting Website: www.golfconvergence.comLogout

DashboardLive LeadsLead HistoryLead SearchAlertsCRMWatchlistLead FilterLead ScoringManage UsersPurchased Contacts

Learning Center

Admin Live LeadsOrientation:

Sign out of LinkedInesApply Filters

[Hide] Illinois State University

Date/Time:Nov 19th, 2014 (9:23am)

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

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: 1Last Activity: On-line NowPast Visits: 0Score: calculating

[Hide] Local Government Information Systems

Date/Time:Nov 19th, 2014 (9:12am)

Source:Google: Not Provided

2 Location:Minneapolis, Minnesota (United States)

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: 8Last Activity: 13 Minutes AgoPast Visits: 1Score: 50

LeadTicker®

©2014, Golf Convergence, Inc.

Campaign: **September News 2014 (SepN14)**

September 24 2014 **Go**

| | Visit Time | IP Address/Identity  | Views  | Bounce  | Fraud  | Convert  | Detail |
|-----|------------|---|---|--|---|---|---|
| 1. | 6:30:58pm | | 2 | | | |  |
| 2. | 6:02:14pm | | 4 | | | |  |
| 3. | 5:13:35pm | | 1 |  | | |  |
| 4. | 5:09:57pm | | 3 | | | |  |
| 5. | 3:48:21pm | | 8 | | | |  |
| 6. | 2:43:47pm | | 1 |  | | |  |
| 7. | 10:08:45am | | 1 |  | | |  |
| 8. | 9:13:28am | | 1 |  | | |  |
| 9. | 8:57:33am | | 1 |  | | |  |
| 10. | 8:52:06am | | 1 |  | | |  |
| 11. | 8:27:15am | | 1 |  | | |  |
| 12. | 8:01:54am | | 2 | | | |  |
| 13. | 7:45:33am | | 1 |  | | |  |
| 14. | 7:21:15am | | 5 | | | |  |
| 15. | 7:15:04am | | 3 | | | |  |
| 16. | 7:04:16am | | 3 | | | |  |
| 17. | 7:00:15am | | 2 | | | |  |

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



8:30 am
BAG DROP | Spanish Moss CC

GLMA

Technology

Facilities

Customers

1

2

3

4

5

6

7

Weather
Impact

Financial
Metrics

Operations

Uncontrollable

Controllable

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 | 98.6 | | | |
| 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.

PGA PERFORMANCETRAK

IN COOPERATION WITH THE NGCOA

Executive Summary Report (Public & Resort Facilities)

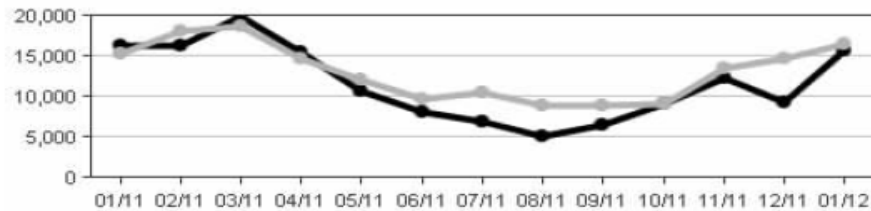
Period: 01/2012 - 01/2011
 CGM: Florida: Southeast
 Rate Set: \$76 - \$125
 Facility: Your Facility Name

Color Legend

Your Facility's Monthly Data
 Your CGM Comparative Data

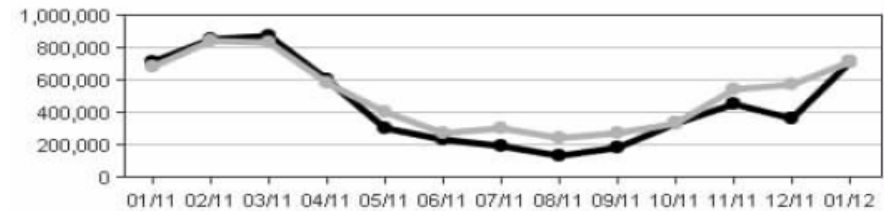
Rounds Played

| | 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 | |



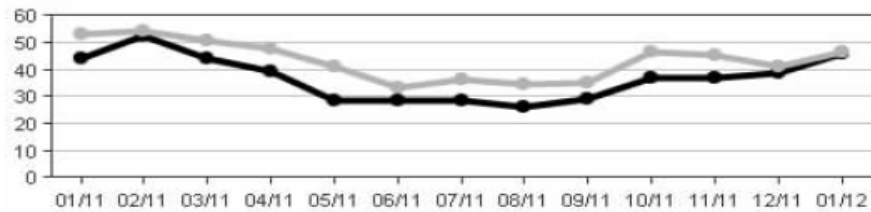
Revenue

| | 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 | |



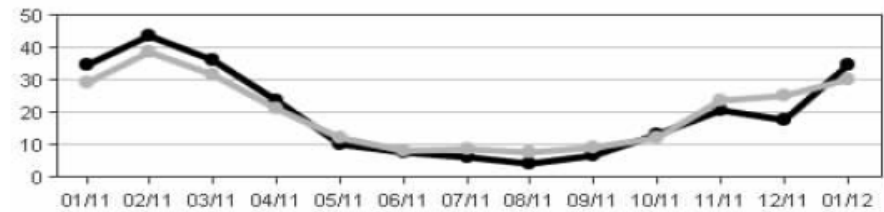
RevPur (Revenue per Utilized Rounds)

| | 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 | |

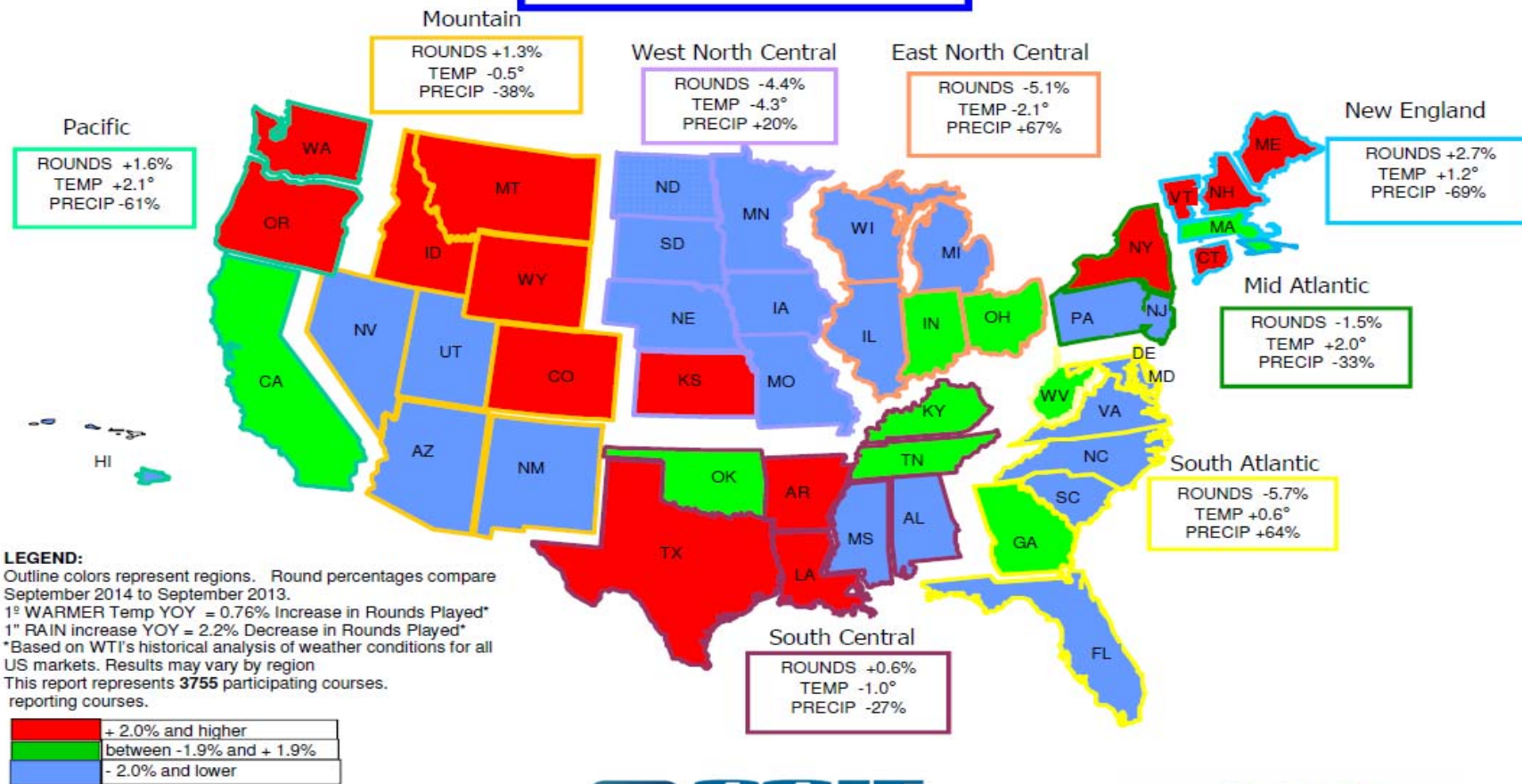


Notes:

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

NATIONAL GOLF ROUNDS PLAYED REPORT

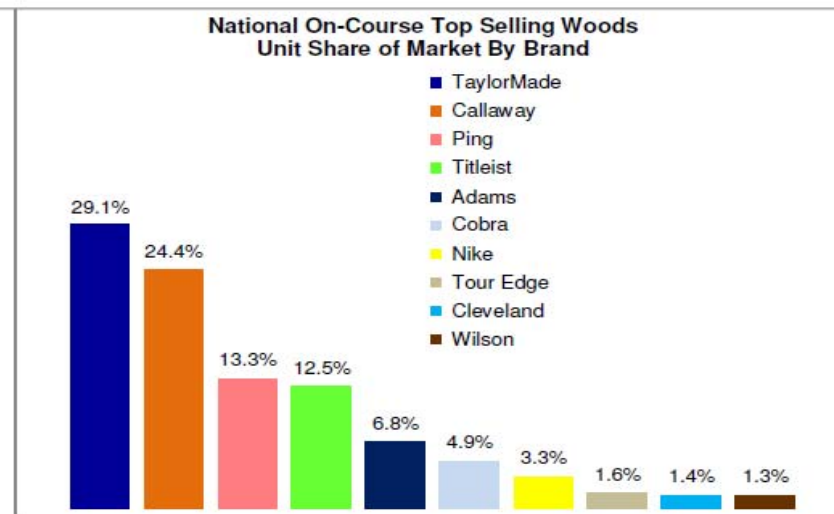
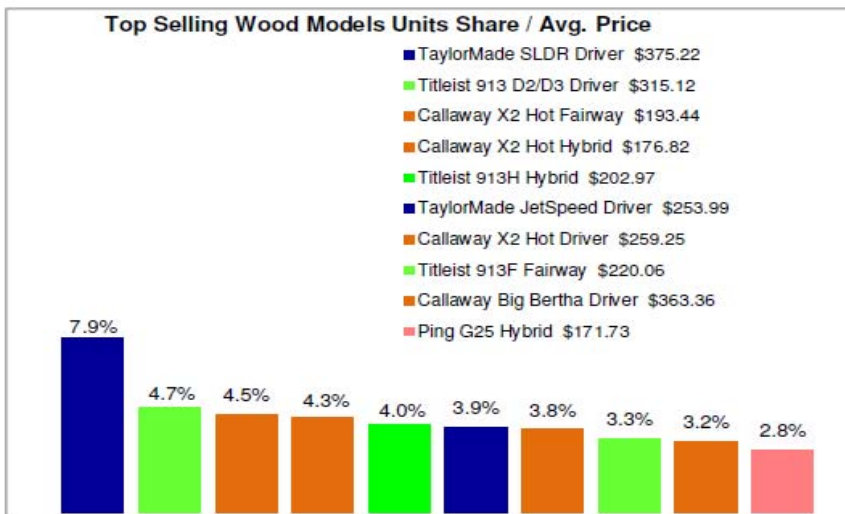
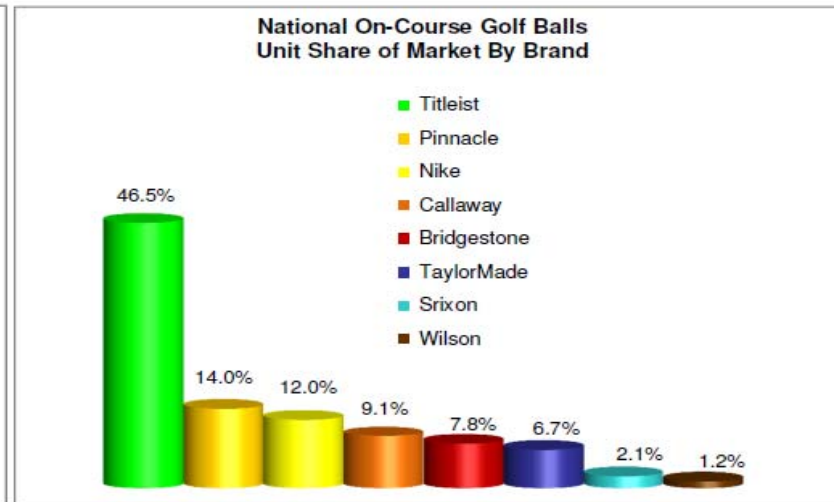
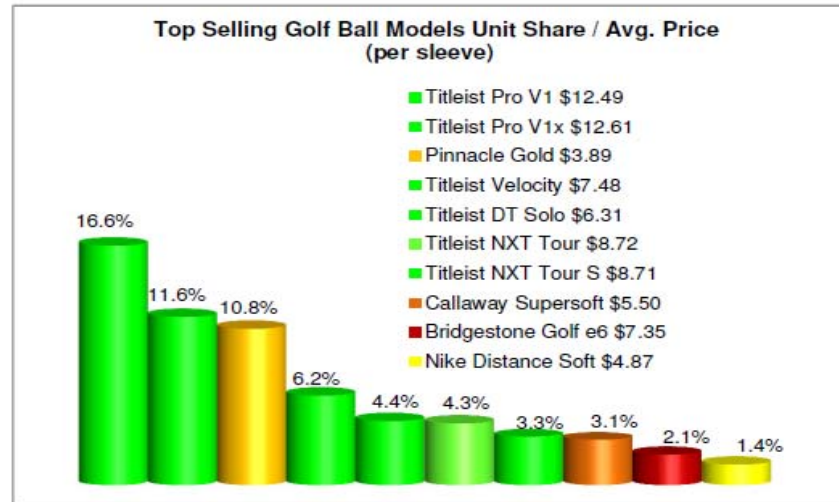
U.S. TOTAL
SEPTEMBER '14 YTD '14
-2.3% -1.7%



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.



June, 2014



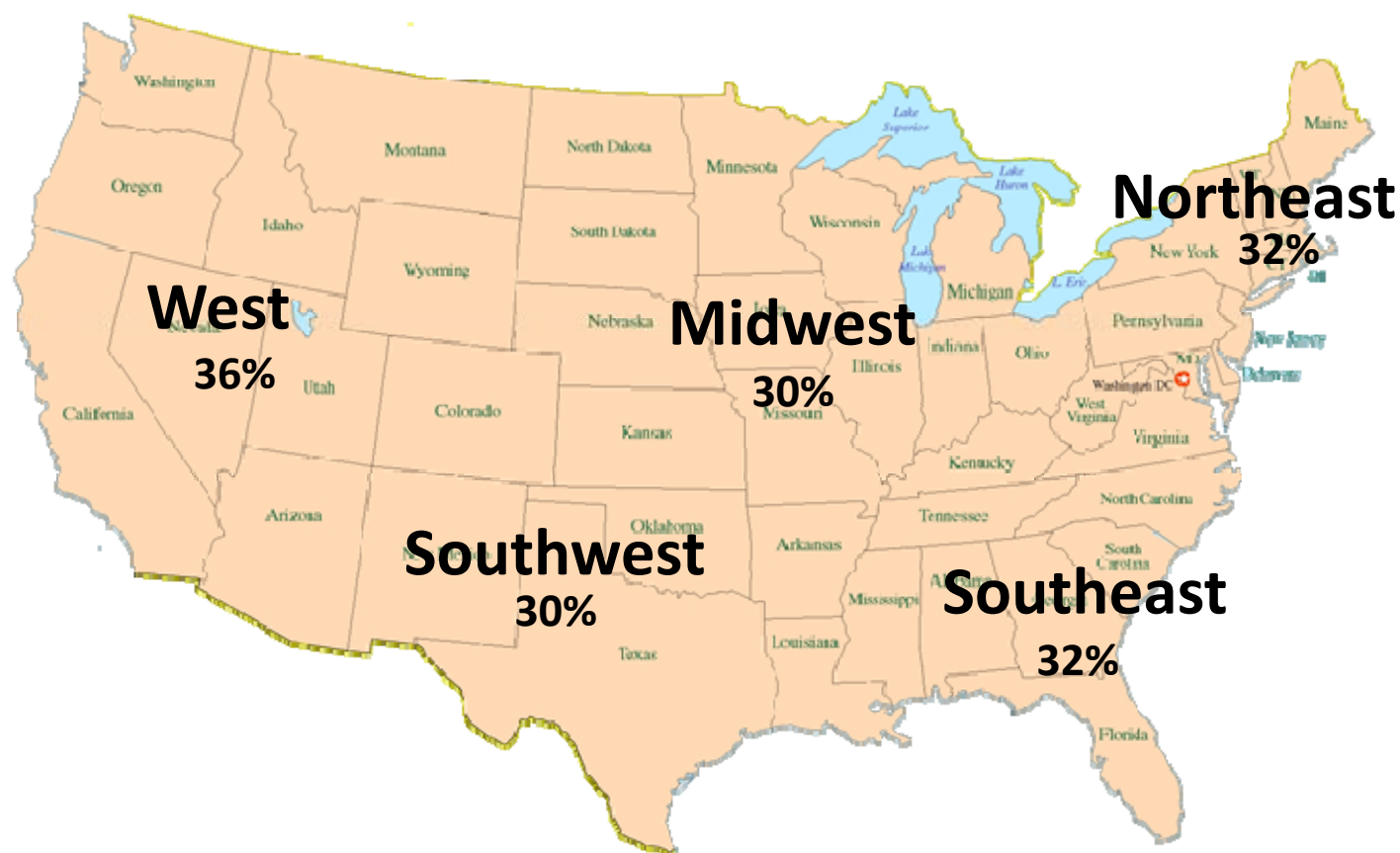
Golf Datatech National





PARTICIPATION • KNOWLEDGE • SUCCESS

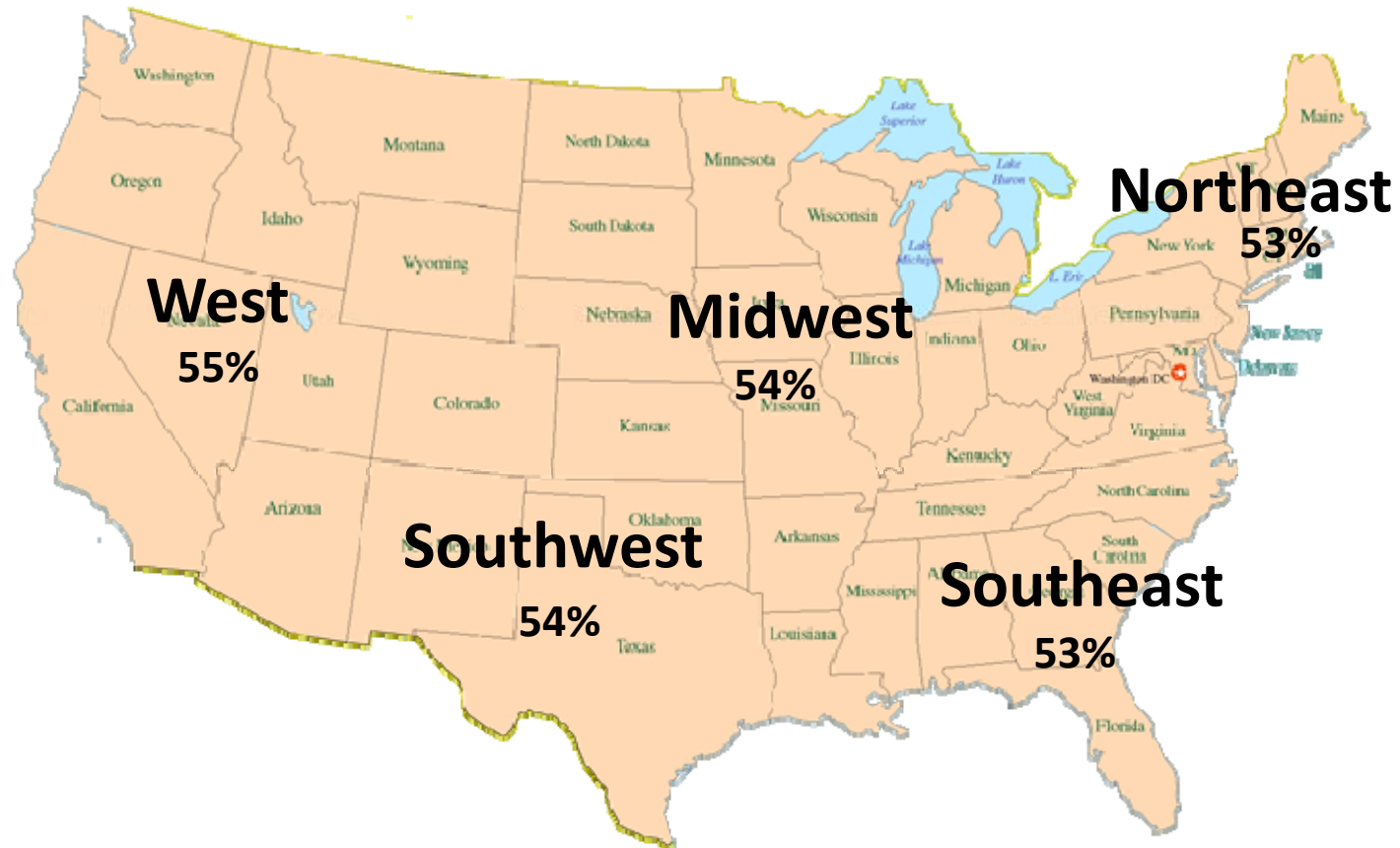
Course Maintenance as a
Percentage of Available Cash
National 31%





PARTICIPATION • KNOWLEDGE • SUCCESS

Payroll as a Percentage of Operating Revenue National 54%



GLMA

Technology

Facilities

Customers

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Weather
Impact

Financial
Metrics

Operations

Uncontrollable

Controllable

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.



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Font

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Alignment

General

\$ %

Number

Conditional Formatting Table

Normal

Check Cell

| 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 |
| Instructions: To complete schedule, merely enter in column "F" the number of years since the golf course component has been replaced. | | | | | | | | |



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 | Cl. 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 the

Enter the

Enter the

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.



GLMA

Technology

Facilities

Customers

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6

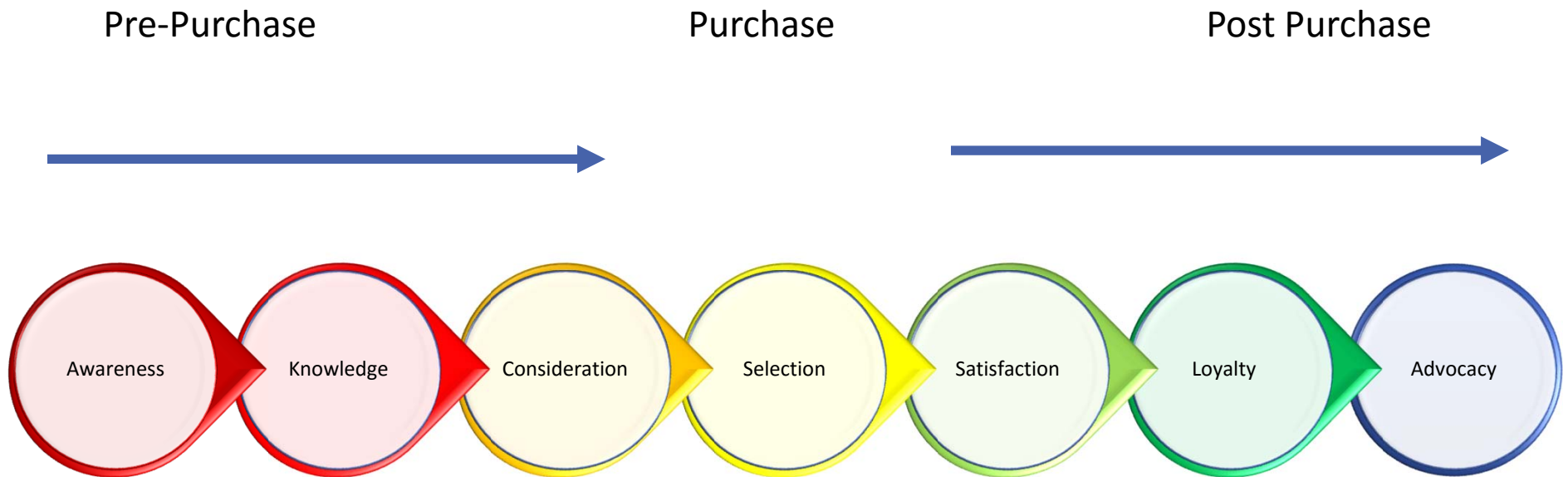
The brand is defined by the experience
up to 14 customer touch points in the
“assembly line of golf”



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



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



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

Cover

Registration

Secret Shopper





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\$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
114 - 120
121-125
126-130
131-135
136 - 140
141-145
Over 145

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.
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
Terrain, bunkers, water hazards, trees, and green complexes provide typical golf experience.
One third of golf holes provide a unique golf experience requiring thought to successfully
navigate risk/reward
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.
The putting greens are historic (Raynor, Ross, Tillinghast) where ball position on the green
becomes a significant element of playing the course.
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.

Cover

Registration

Value







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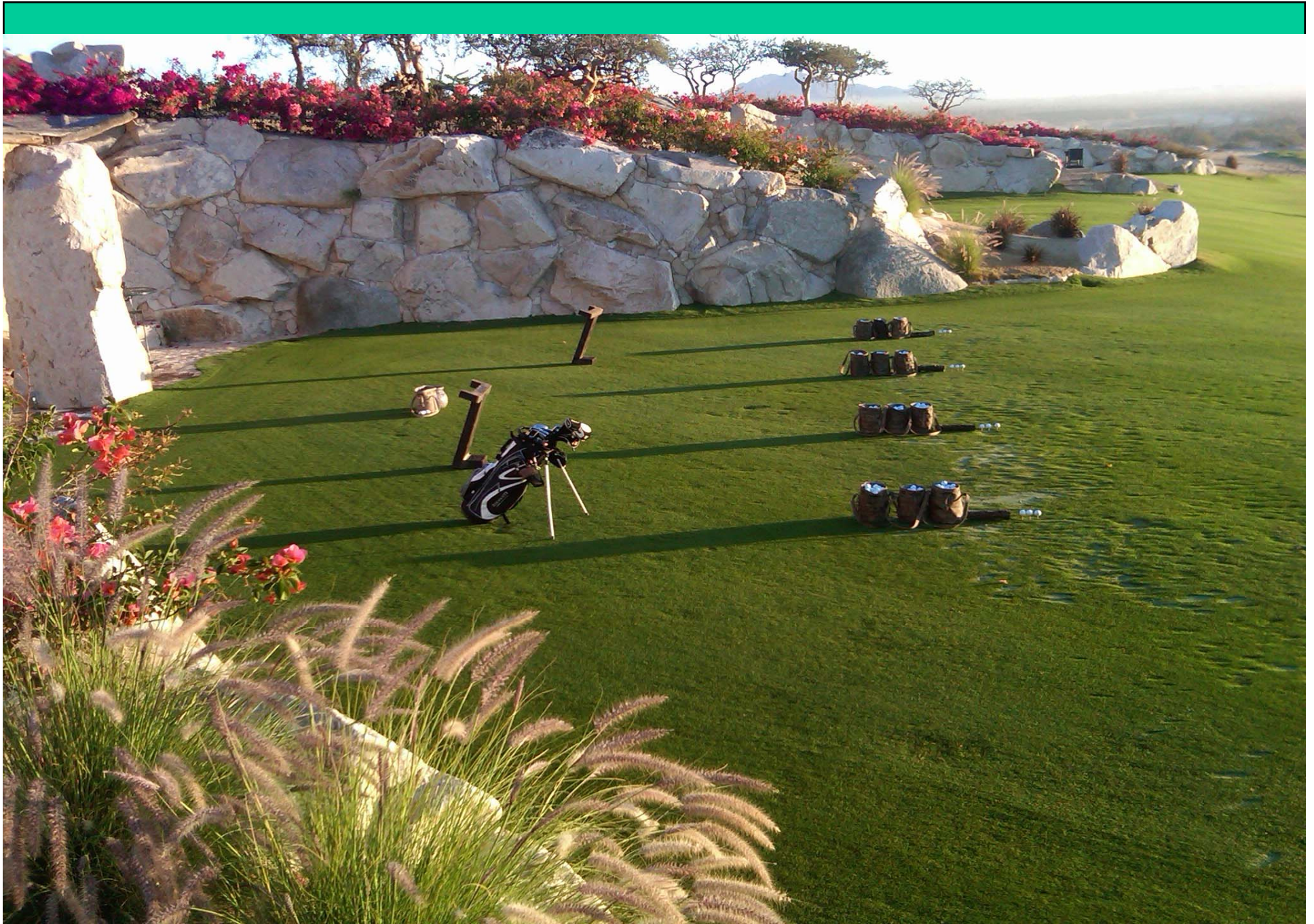
















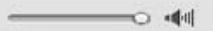




HAESLEY STYLE



0:00:03 / 0:03:55



GLMA

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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



DID YOU
KNOW

Your Take Aways



Your Take – Aways

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](#)



So, what does it all mean?



DID YOU KNOW

Becoming a Winner





Winter Webinar Series: January 8, 2015

Create 2015 Strategic Plan
\$7,500 total investment: \$3,750

DID YOU
KNOW

FAD



F

A

D



FOCUS

A

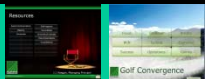
D



Focus Action



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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