

# The Winning Playbook For Golf Courses In America

April 3, 2015



J.J. Keegan, Managing Principal











PHILMONT COUNTRY CLUB  
*Est. 1906*

[MEMBER LOGIN](#)

[HOME](#) | [ABOUT US](#) | [MEMBERSHIP](#) | [GOLF](#) | [TENNIS](#) | [SOCIAL ACTIVITIES](#) | [EVENTS & CATERING](#) | [CONTACT US](#)



© 2013 All Rights Reserved. 301 Tomlinson Road Huntingdon Valley, PA 19006 P. [S 215-947-1271](tel:215-947-1271) F. 215-947-1565 [Employment](#)





# J. WOOD PLATT

## CADDIE SCHOLARSHIP TRUST

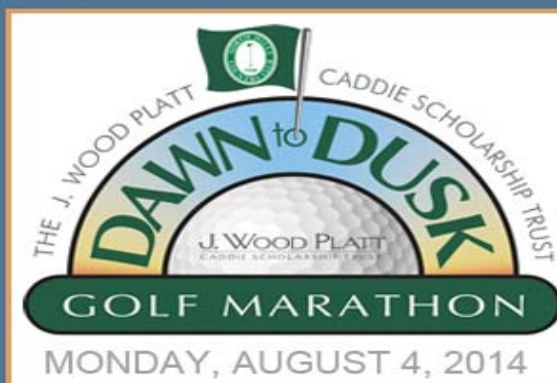
**"Give them all  
a chance."**

- J. Wood Platt

[About Us](#)[How To Give](#)[Events](#)[Scholarships](#)[SUPPORT JWP](#)[CADDIE YARD LOGIN](#) | [REGISTER](#)

### RECENT HEADLINES

- Facts & Figures about our J. Wood Platt Caddie-Scholars
- J. Wood Platt to give out more than \$1 million in 2014-15
- Plower & Muller win JWP Alumni Tournament
- Another successful year for the Dawn to Dusk Golf Marathon
- Tim & Jeff Klagholz defend their title at the Platt Cup



### 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

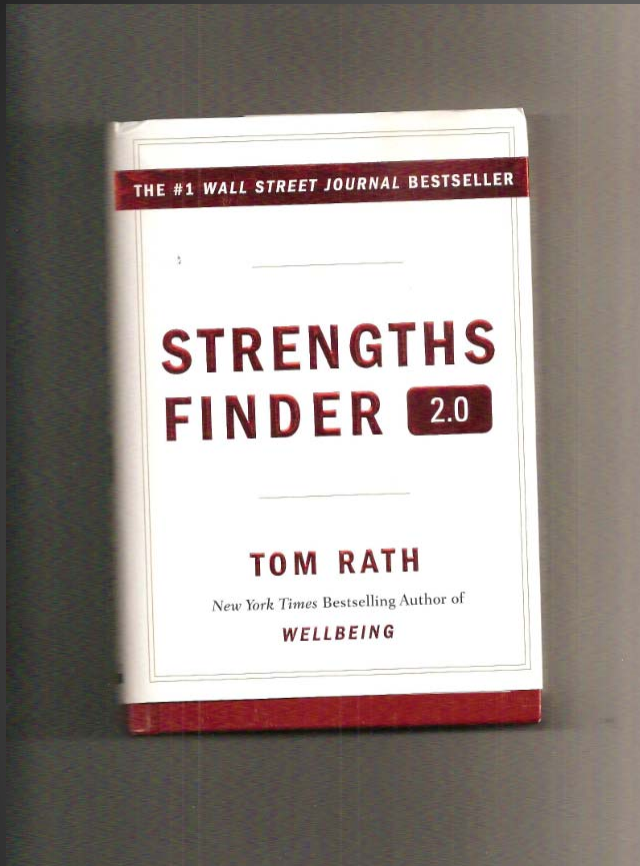


Contributors



Dawn to Dusk Golf Marathon

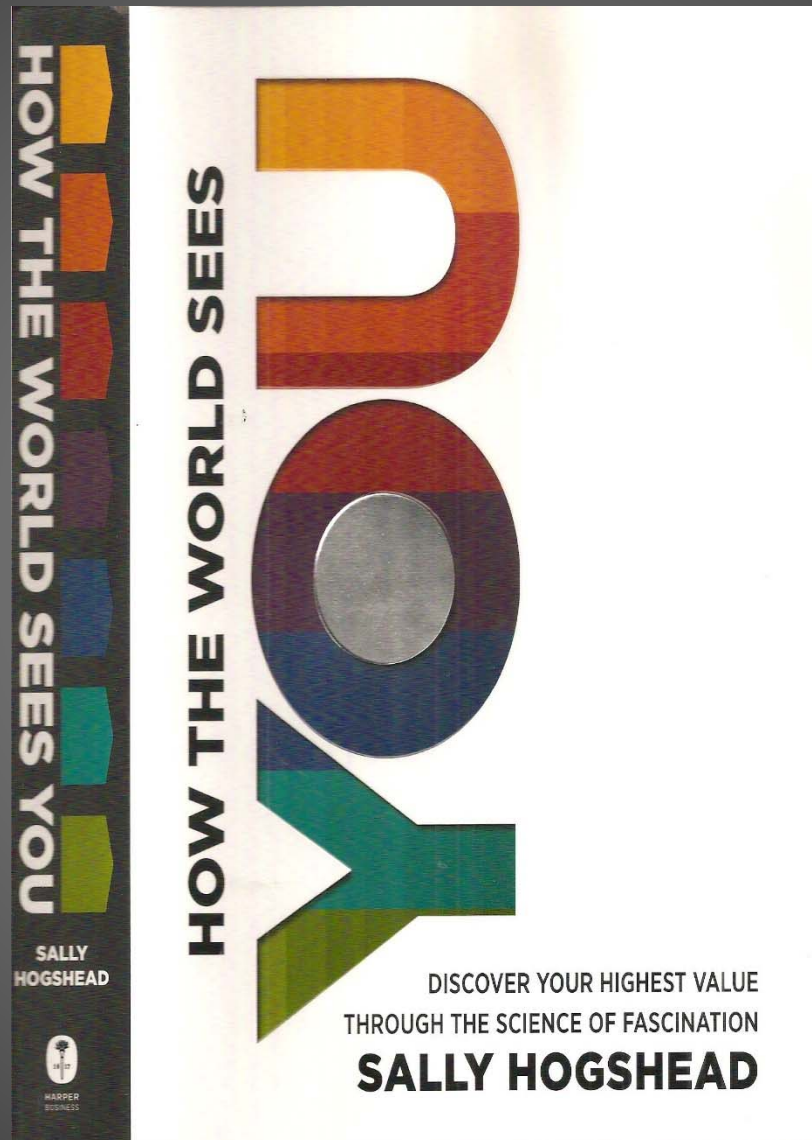




LEARNER  
ACHIEVER  
FOCUS  
STRATEGIC  
ANALYTICAL









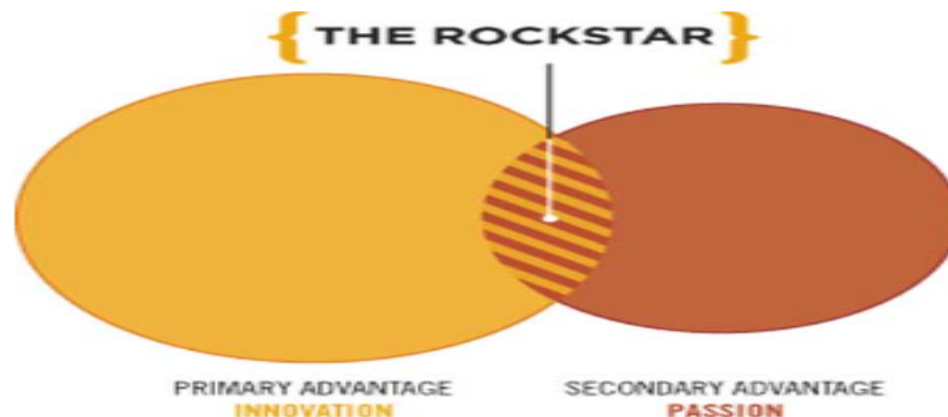
## POWER/PRESTIGE is "THE MAESTRO."

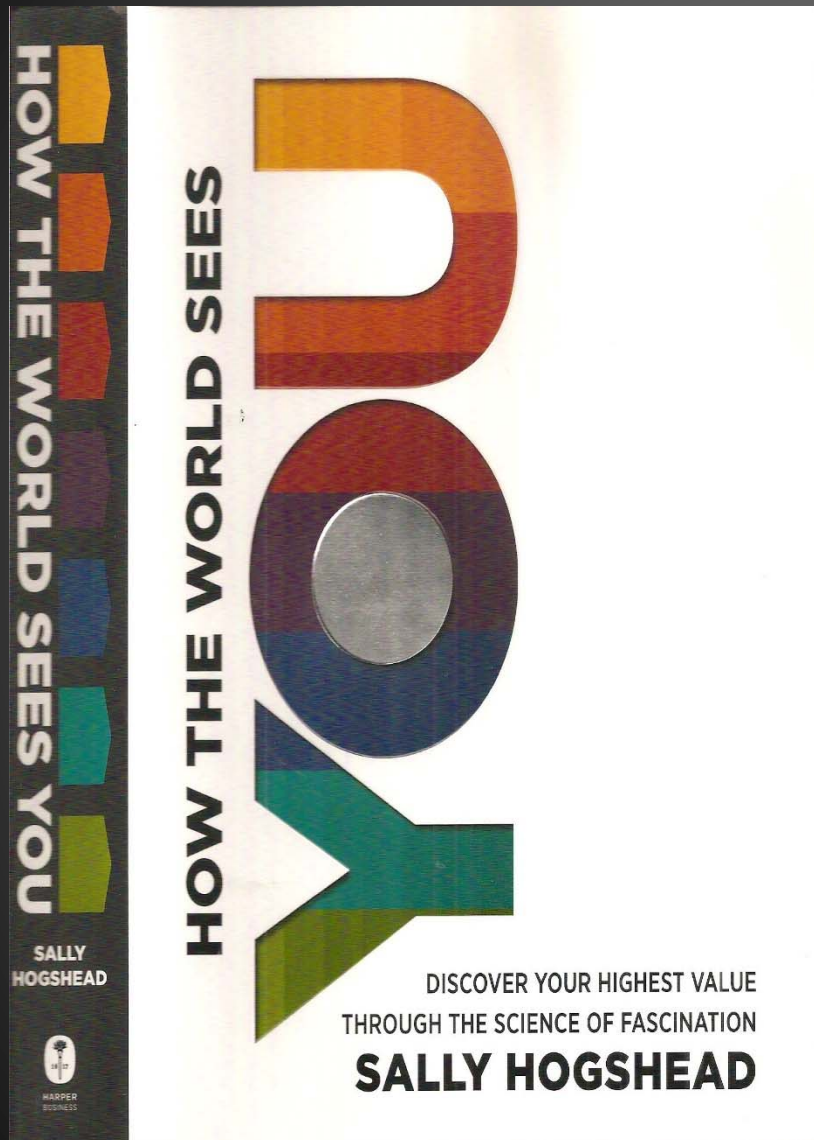
Confidence is one of your greatest assets and you waste no time in accomplishing your goals. Never wanting to settle, you are ambitious and always looking for ways to improve. People admire your unwavering conviction.

## 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 ASSOCIATION/ADVANTAGE							
	INNOVATION The change agent with vision and ideas	PASSION The idealist with conviction	POWER The leader with confidence	PRESTIGE The achiever with standards	TRUST The planner with consistency	MYSTIQUE The expert with substance	ALERT The observer with care
INNOVATION	<b>THE ANARCHY</b> Unstable • Startling Creative	<b>THE ROCKSTAR</b> Bold • Artistic Unorthodox	<b>THE HAVERICK LEADER</b> Pioneering • Inventive Entrepreneurial	<b>THE TRENDSETTER</b> Cutting-Edge • Elite Progressive	<b>THE ARTISAN</b> Deliberate • Thoughtful Flexible	<b>THE PROVOCATEUR</b> Clever • Adroit Controversial	<b>THE QUICK-START</b> Profitable • Thorough Indigent
PASSION	<b>THE CATALYST</b> Out-of-the-Box • Social Emerging	<b>THE DRAMA</b> Theatrical • Emotive Sensitive	<b>THE PEOPLE'S CHAMPION</b> Dynamic • Inclusive Engaging	<b>THE TALENT</b> Expressive • Stylish Emotionally-Intelligent	<b>THE BELOVED</b> Nurturing • Loyal Sincere	<b>THE INTRIGUE</b> Deceitful • Perceptive Considerate	<b>THE ORCHESTRATOR</b> Attentive • Dedicated Efficient
POWER	<b>THE CHANGE AGENT</b> Innovative • Unorthodox Self-Proclaimed	<b>THE RINGLEADER</b> Motivating • Spirited Compelling	<b>THE AGGRESSOR</b> Dominant • Overbearing Dogmatic	<b>THE MAESTRO</b> Ambitious • Focused Confident	<b>THE GUARDIAN</b> Prominent • Genuine Self-Respect	<b>THE MASTERMIND</b> Methodical • Intense Self-Respect	<b>THE DEFENDER</b> Protective • Cautious Strong-Willed
PRESTIGE	<b>THE AVANT-GARDE</b> Original • Enterprising Forward-Thinking	<b>THE CONNOISSEUR</b> Insightful • Distinguished In-the-know	<b>THE VICTOR</b> Respected • Competitive Results-Oriented	<b>THE IMPERIAL</b> Arrogant • Cold Superior	<b>THE BLUE CHIP</b> Classic • Established Best-in-Class	<b>THE ARCHITECT</b> Skillful • Restrained Polished	<b>THE SCHOLAR</b> Intellectual • Disciplined Systematic
TRUST	<b>THE EVOLUTIONARY</b> Curious • Adaptable Open-Minded	<b>THE AUTHENTIC</b> Approachable • Dependable Trustworthy	<b>THE GRAVITAS</b> Dignified • Stable Hardworking	<b>THE DIPLOMAT</b> Levelheaded • Subtle Capable	<b>THE OLD GUARD</b> Predictable • Safe Unmovable	<b>THE ANCHOR</b> Protective • Purposeful Analytical	<b>THE GOOD CITIZEN</b> Principled • Prepared Conscientious
MYSTIQUE	<b>THE SECRET WEAPON</b> Mysterious • Underpinning Independent	<b>THE SUBTLE TOUCH</b> Tactical • Self-Sufficient Resilient	<b>THE VEILED STRENGTH</b> Realistic • Impassioned To-the-Point	<b>THE ROYAL GUARD</b> Elegant • Airtight Disciplined	<b>THE WISE OWL</b> Observant • Assured Unflinching	<b>THE DEADBOLT</b> Uncompromising • Reinforced Considerate	<b>THE ARCHER</b> On-Target • Reasoned Precise
ALERT	<b>THE COMPOSER</b> Strategic • Fine-Tuned Ambitious	<b>THE COORDINATOR</b> Combustive • Organized Practical	<b>THE ACE</b> Decisive • Tireless Forthright	<b>THE EDITOR-IN-CHIEF</b> Productive • Skilled Detailed	<b>THE MEDIATOR</b> Headfast • Compromised Structured	<b>THE DETECTIVE</b> Clear-Cut • Accurate Methodical	<b>THE CONTROL FREAK</b> Compulsive • Driven Exacting





# MAESTRO

Creating

Astute Insights That  
Achieve Awesome Results



DID YOU  
**KNOW**

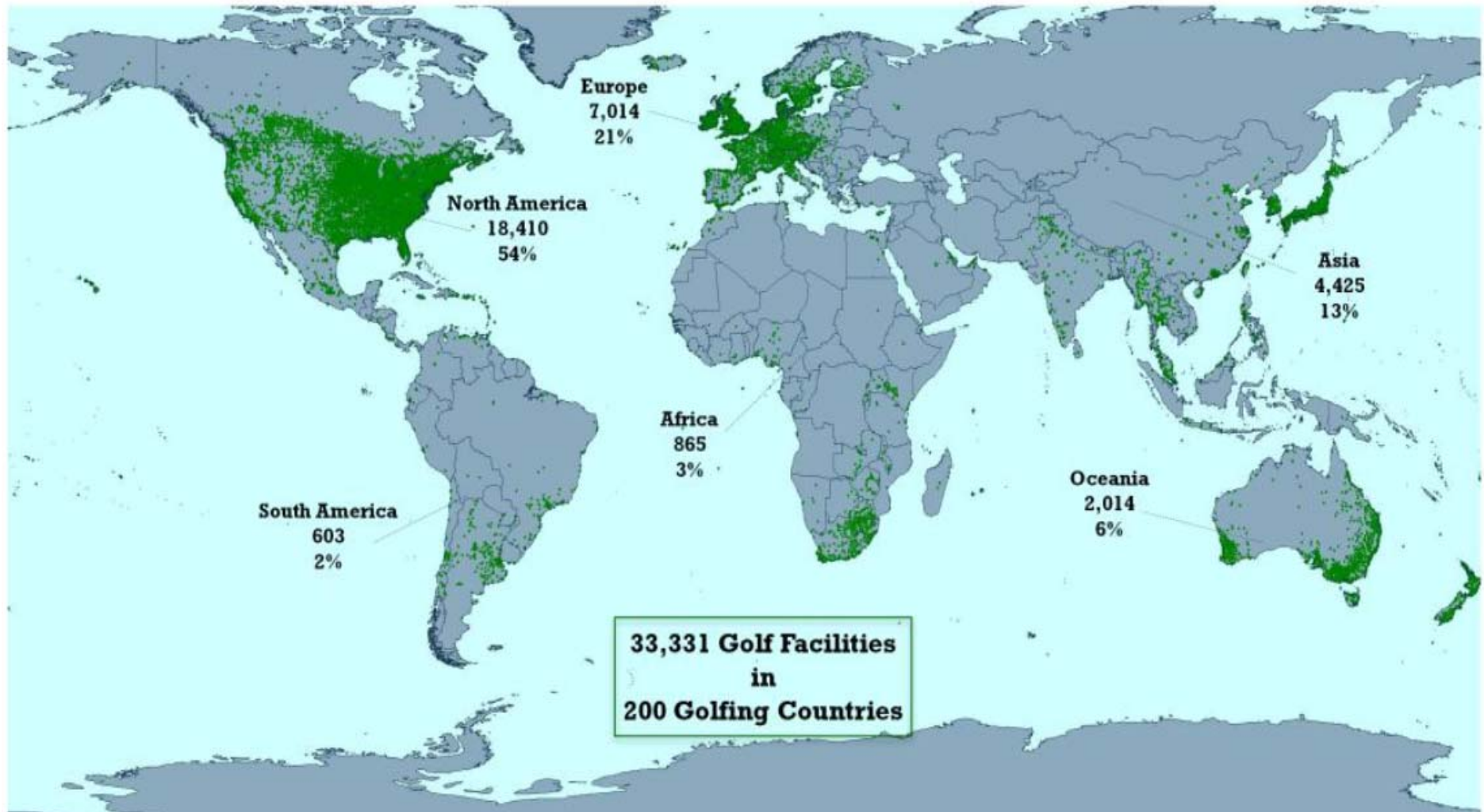
Our Goal for Today is to  
Build a Foundation For  
You To Have a Fabulous  
2015

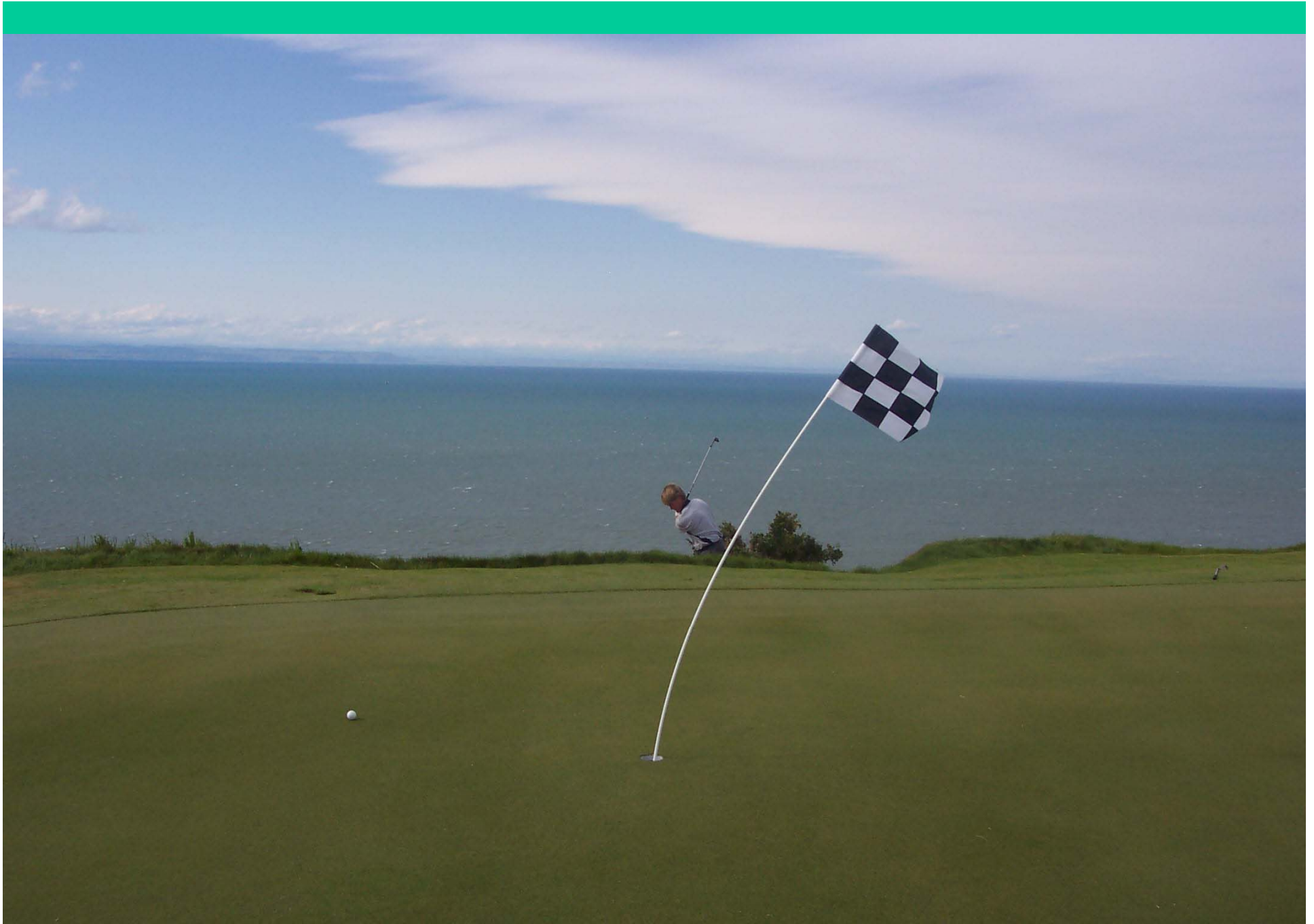






# Golf Around the World







# 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







©2015, Golf Convergence, Inc.



# 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.**



# DID YOU KNOW

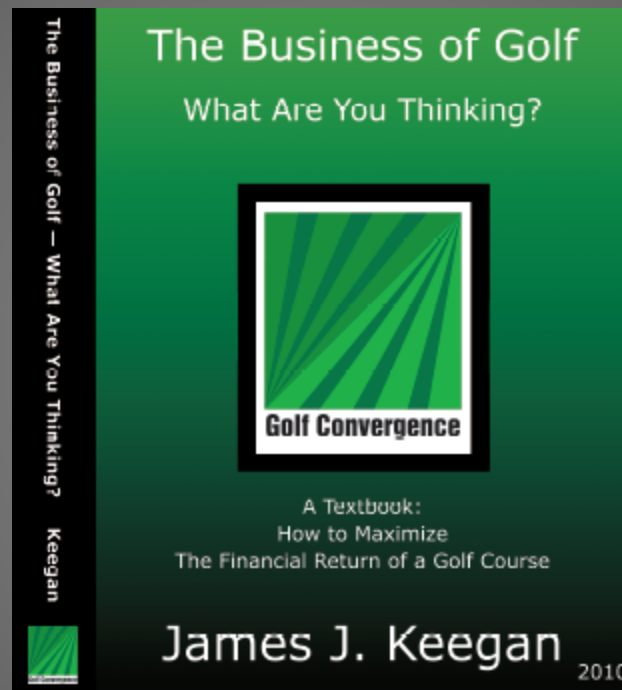
Foundation for Study



“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.

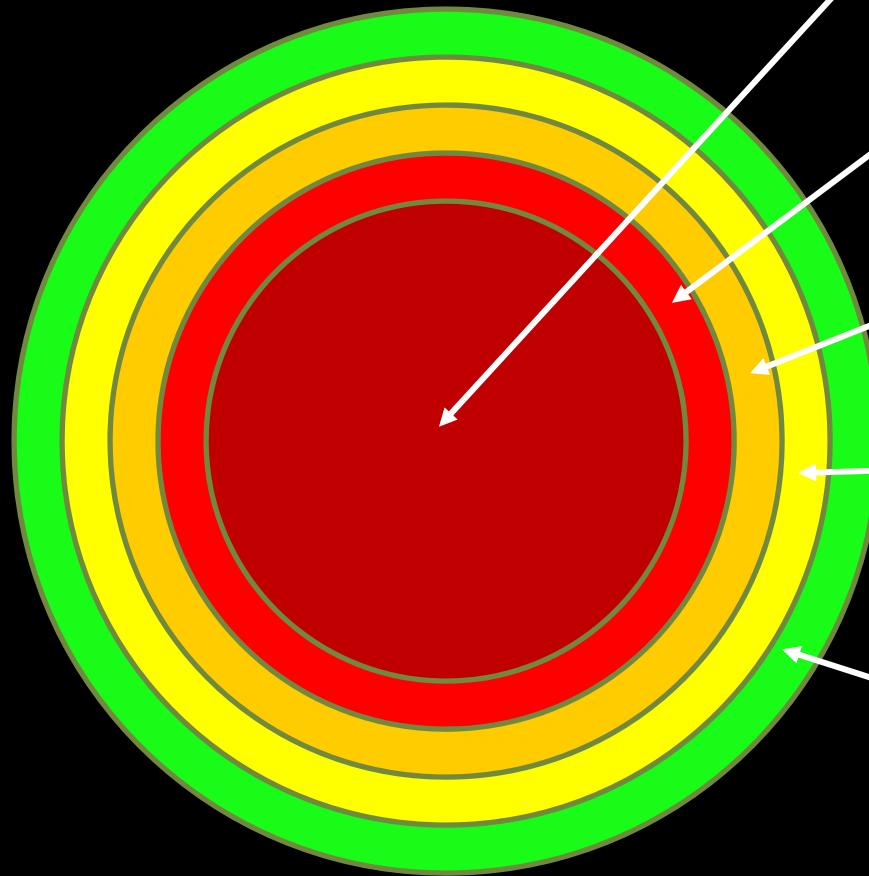


# Executive System for Golf Course Management Based on Rules of Thumb

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

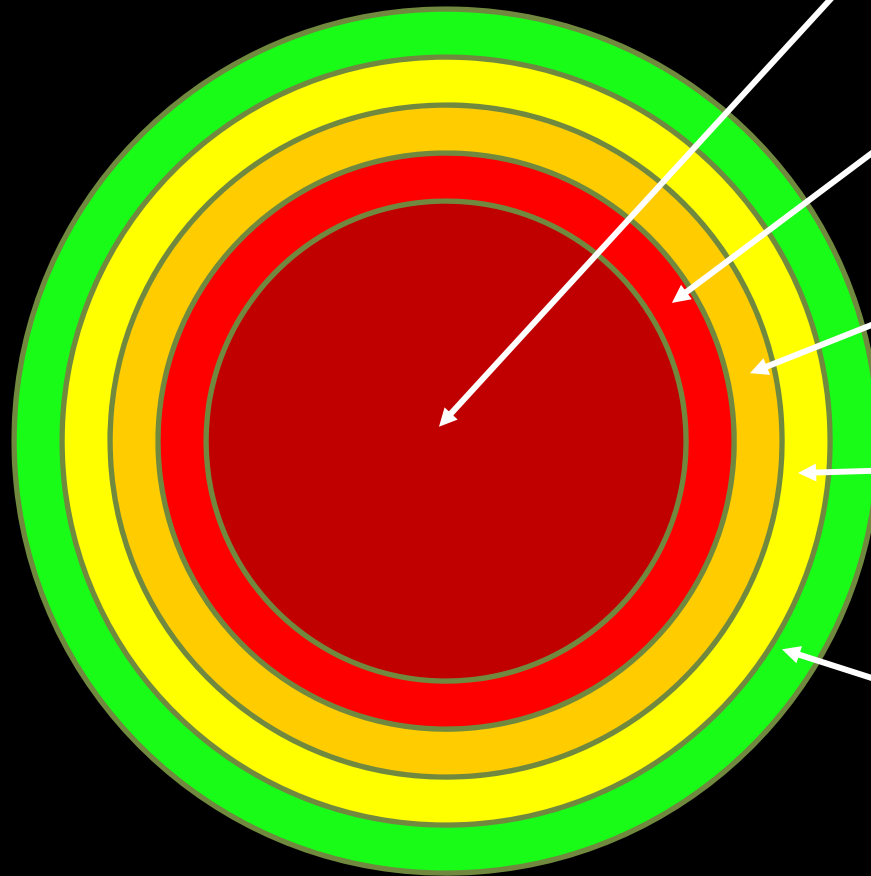
Demand Exceeds Supply

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

# 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

# **Value = Experience - Price**



# Experience > Price

## Financial Prosperity



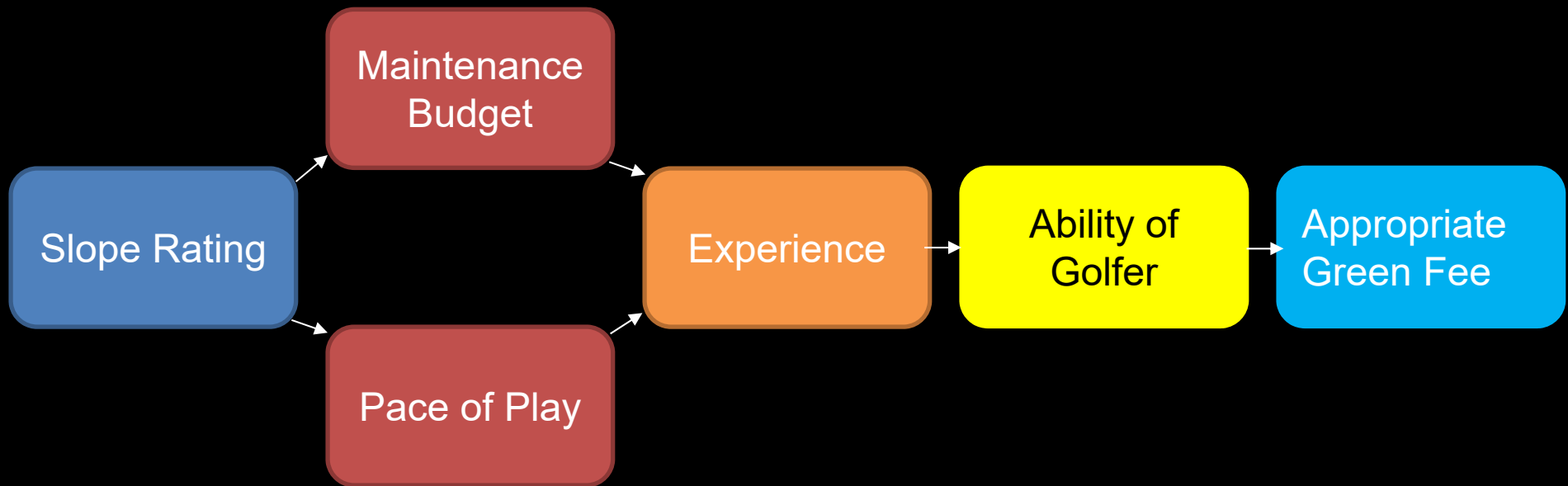


# Price > Experience

## 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



DID YOU  
KNOW

The Formula



**Believe**







## 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.

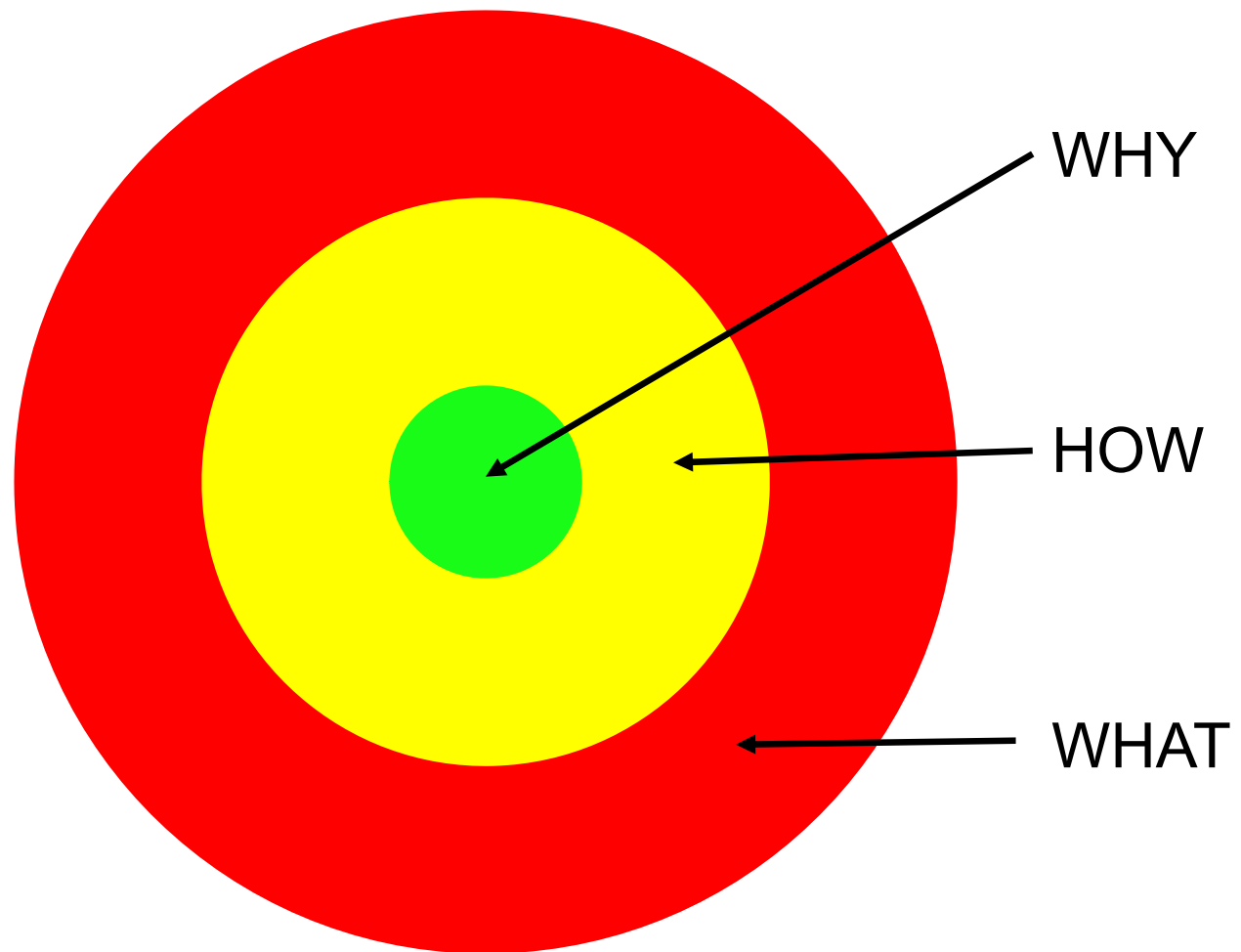
Few companies are able to clearly articulate WHY.

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.



# The Golden Circle of Communication™: Simon Sinek



# 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 green fairway with subtle patterns leads to a large, irregularly shaped pond. The pond's surface is calm, reflecting the sky and the surrounding trees. Several tall, slender trees stand on the grassy banks of the pond. The overall scene is peaceful and scenic.

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.

80% - 60%

Future of Golf

20% - 40%

Traditional

Casual

Athletic  
Competition

Preserve Elitism

Easier, Walkable,  
Good Equipment  
to Rent

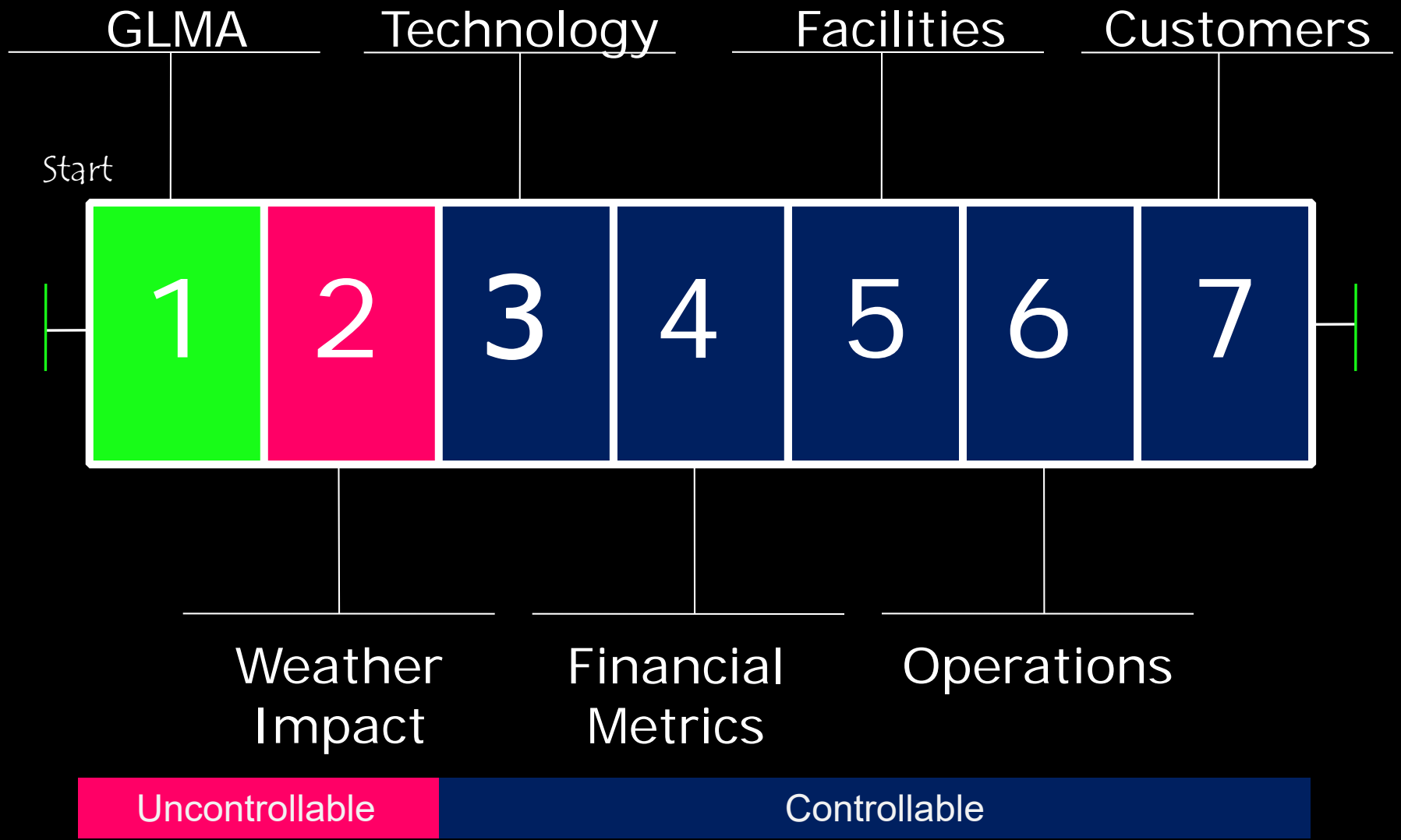
Diversity  
Cultures, Loosen  
Dress Standards

Amateur and  
Professional  
Championships

Exclusive Clubs  
- High Initiation  
Fees and Dues

Better Market  
Segmentation  
of Experience

Golf Boys 2.0,  
Feherty,



# 1

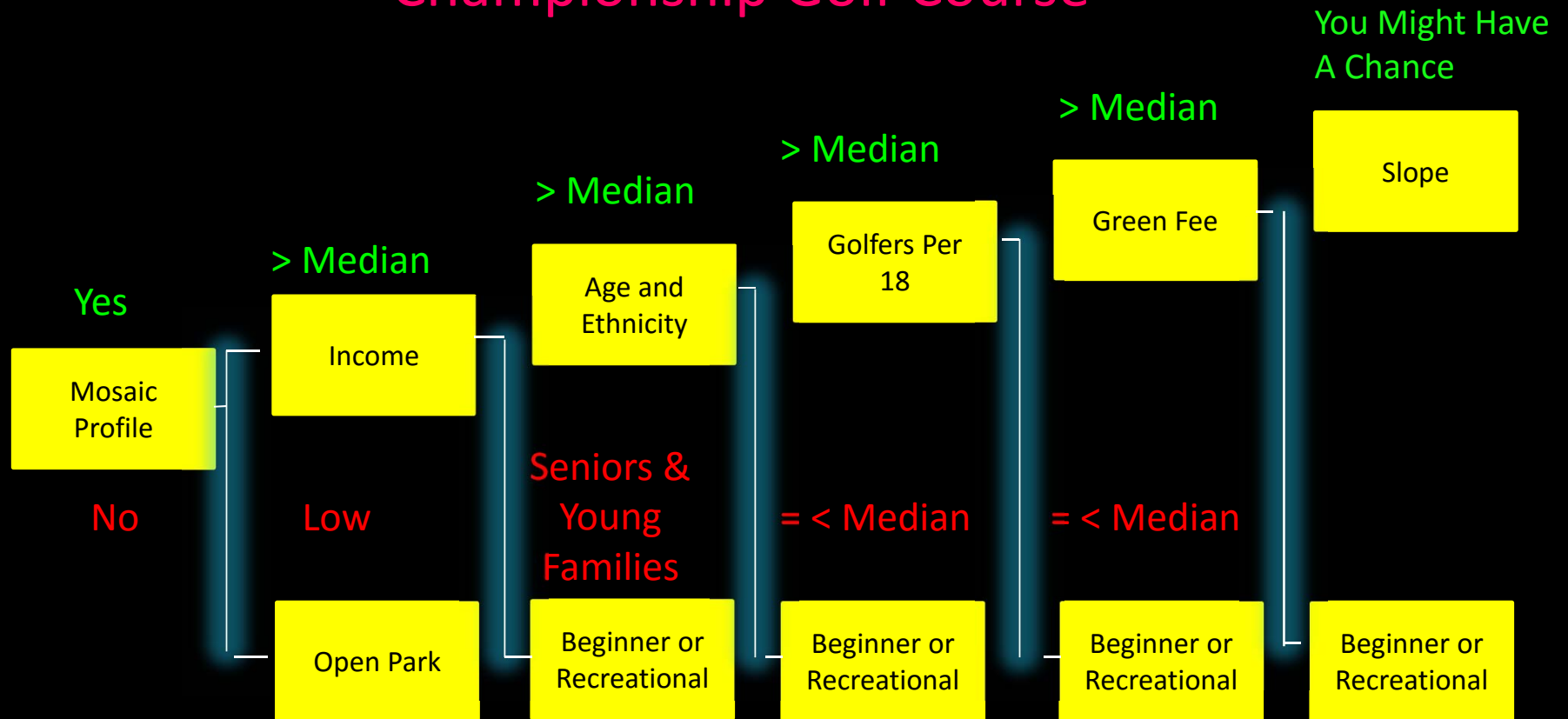
## Six Numbers Define the Potential of Your Golf Facility





# The Critical Path

## The Barriers to A Fiscally Sustainable Championship Golf Course

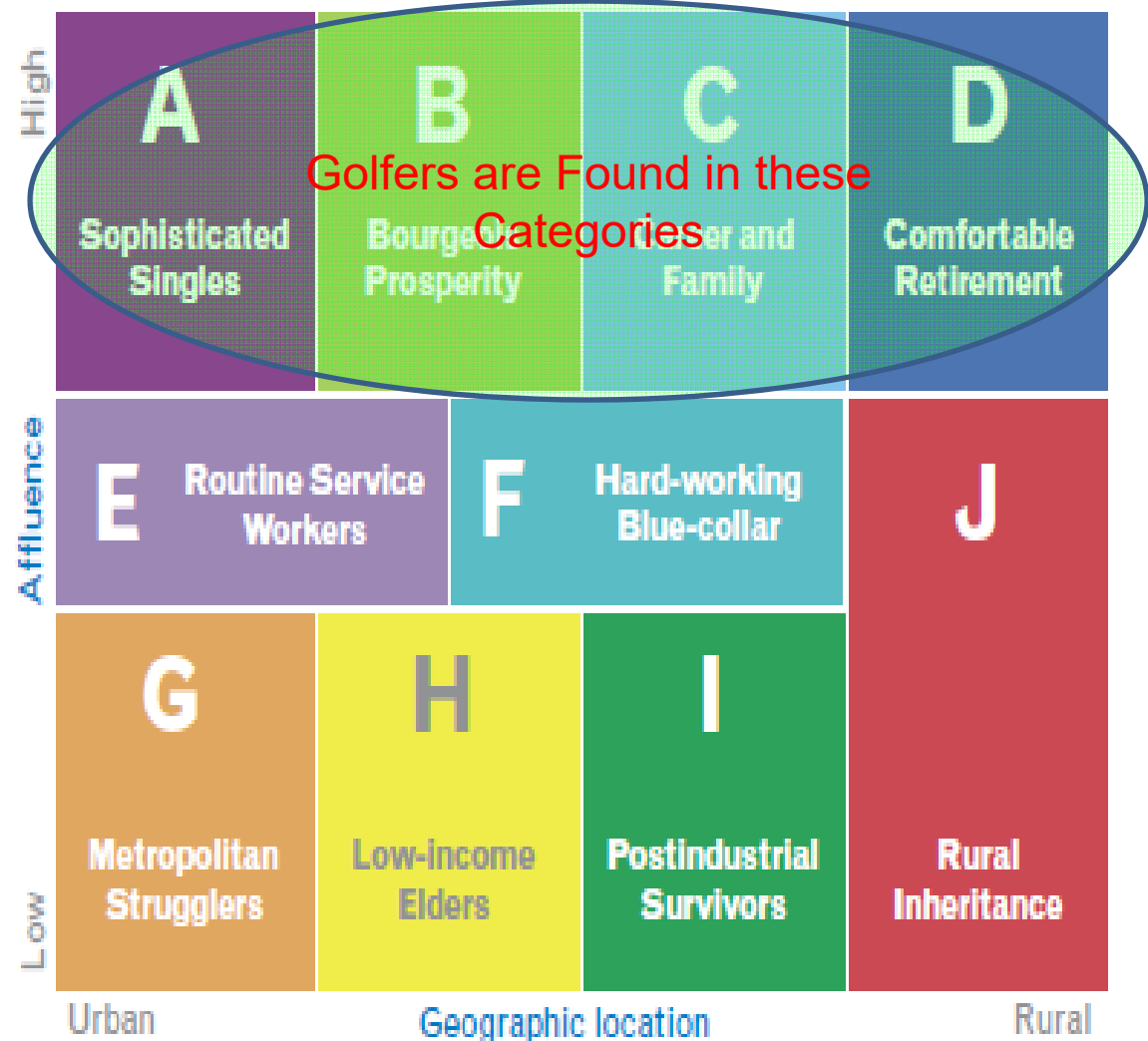


## Mosaic Global

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.



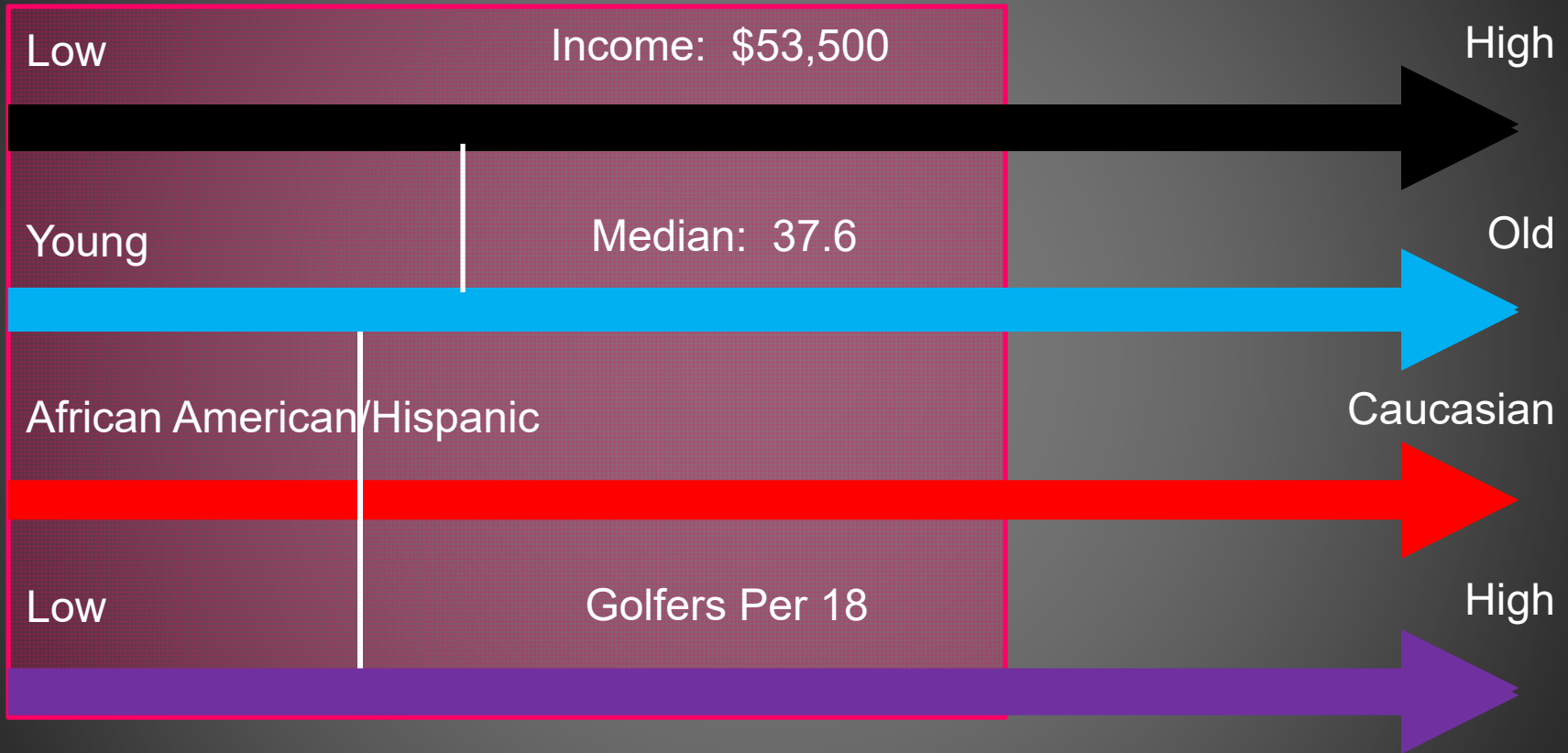
# Great Hope – No Prayer

> - \$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%

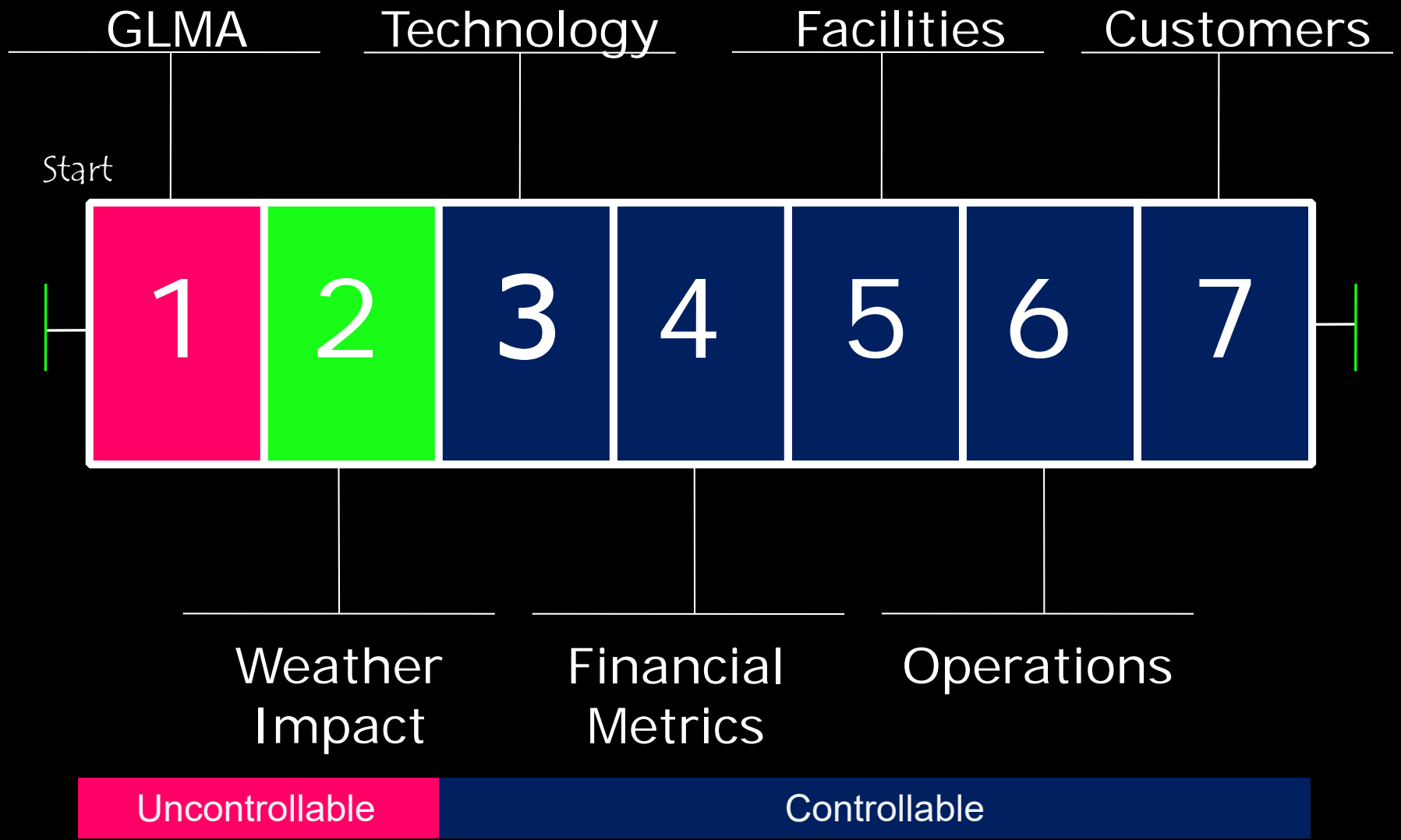


Management	Course Name	Miles	Income	Age	Hispanic	Black	Asian	Slope Rating	Golfers
Alamo Trail	Cedar Creek	5	\$76,890	31.3	41.50%	6.50%	6.50%	132	2,298
City of Brooklyn Park	Edinburgh	10	\$63,595	36.1	5.50%	12.40%	7.30%	141	4,129
City of Charlotte	Renaissance Park	5	\$47,870	34.1	22.70%	38.40%	3.50%	126	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





# 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!



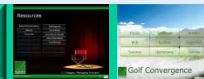
Companies who depend on weathertrends360



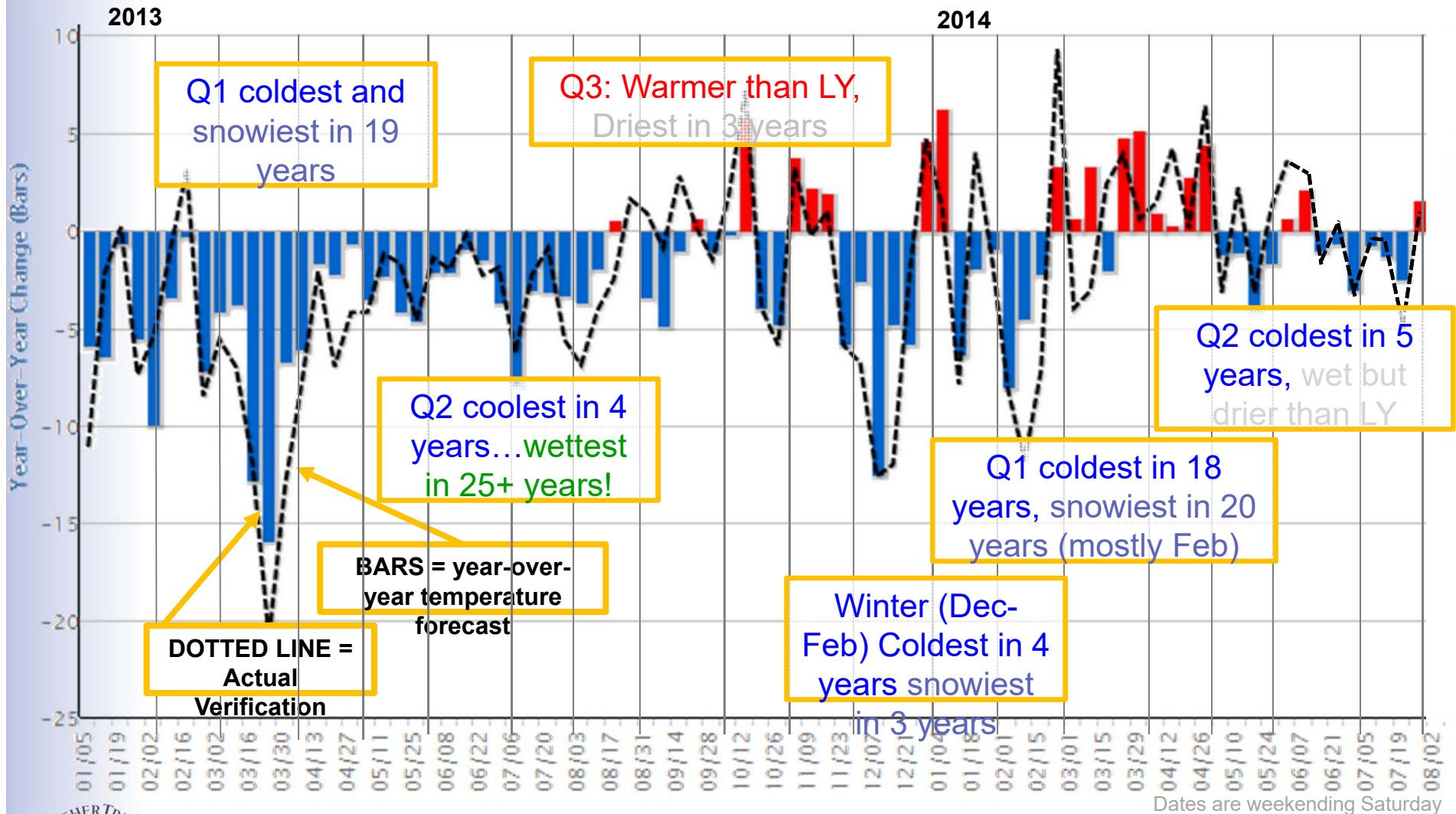
Morgan Stanley



**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

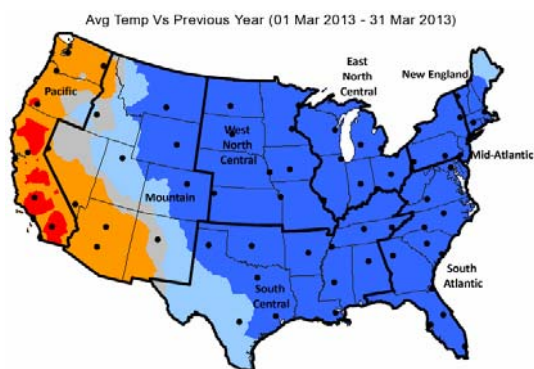




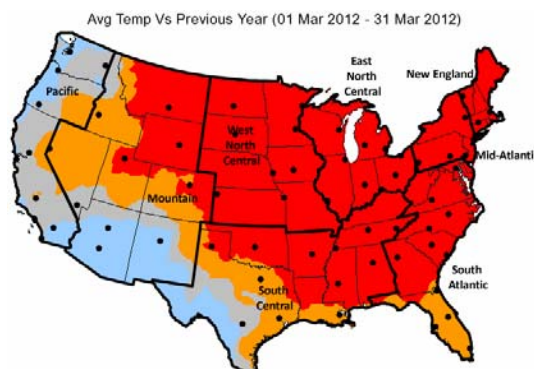
# Volatile Weather = MAJOR BUSINESS RISK!

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

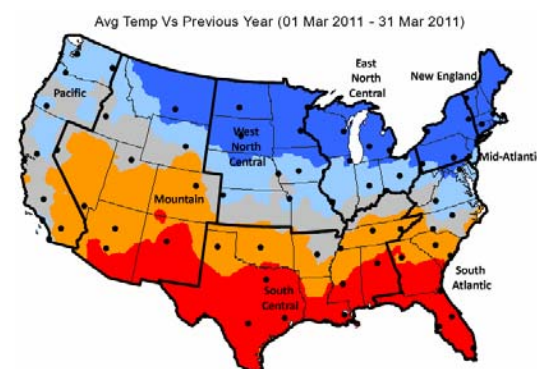
2013



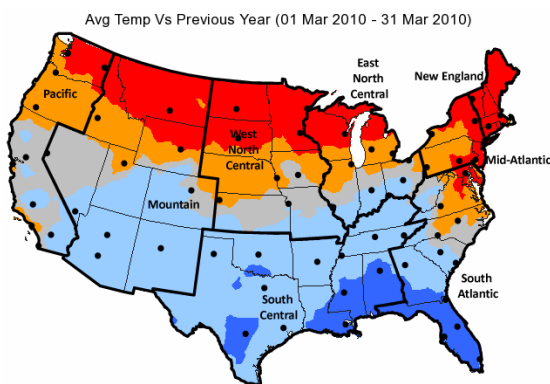
2012



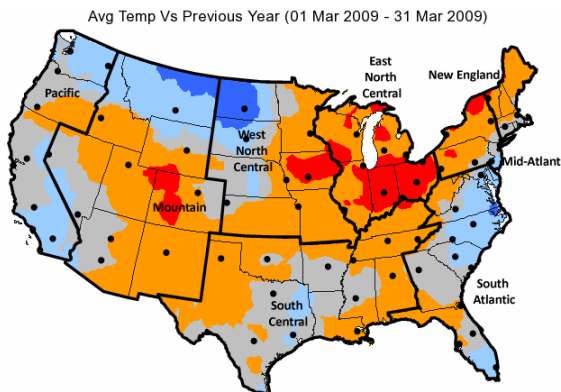
2011



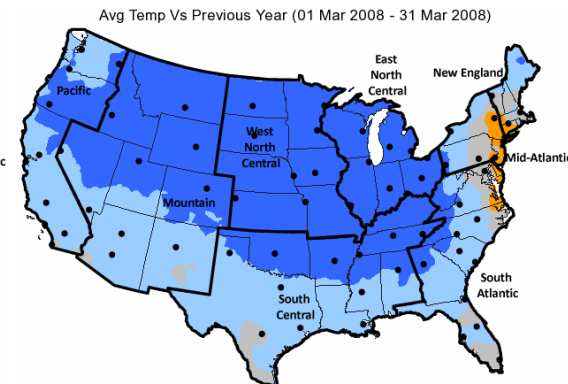
2010



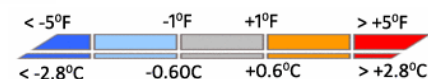
2009



2008

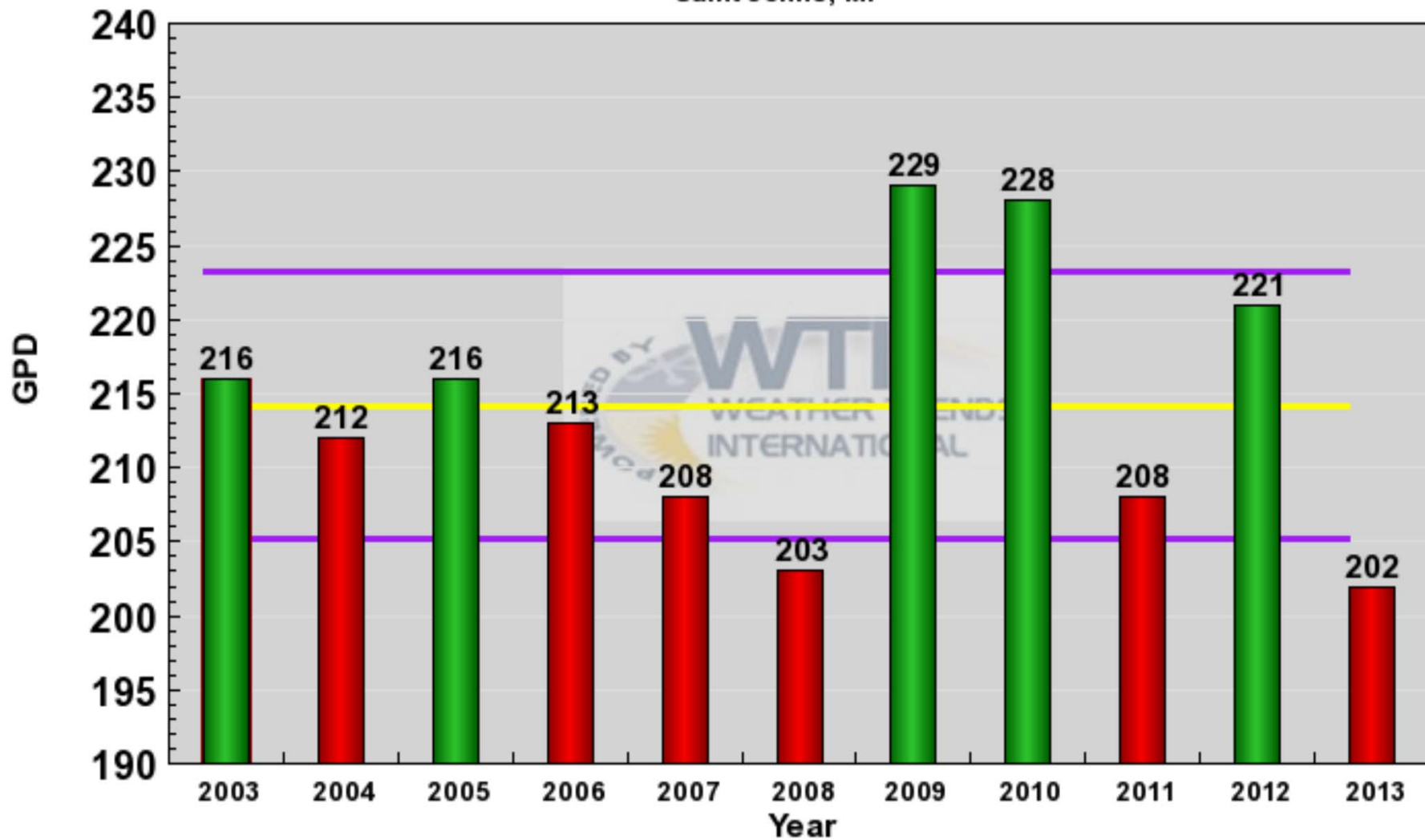


**Note:** Maps shown are March year-over-year temperatures. If the weather is identical, the maps would be grey which happens about 15% of the time or less.



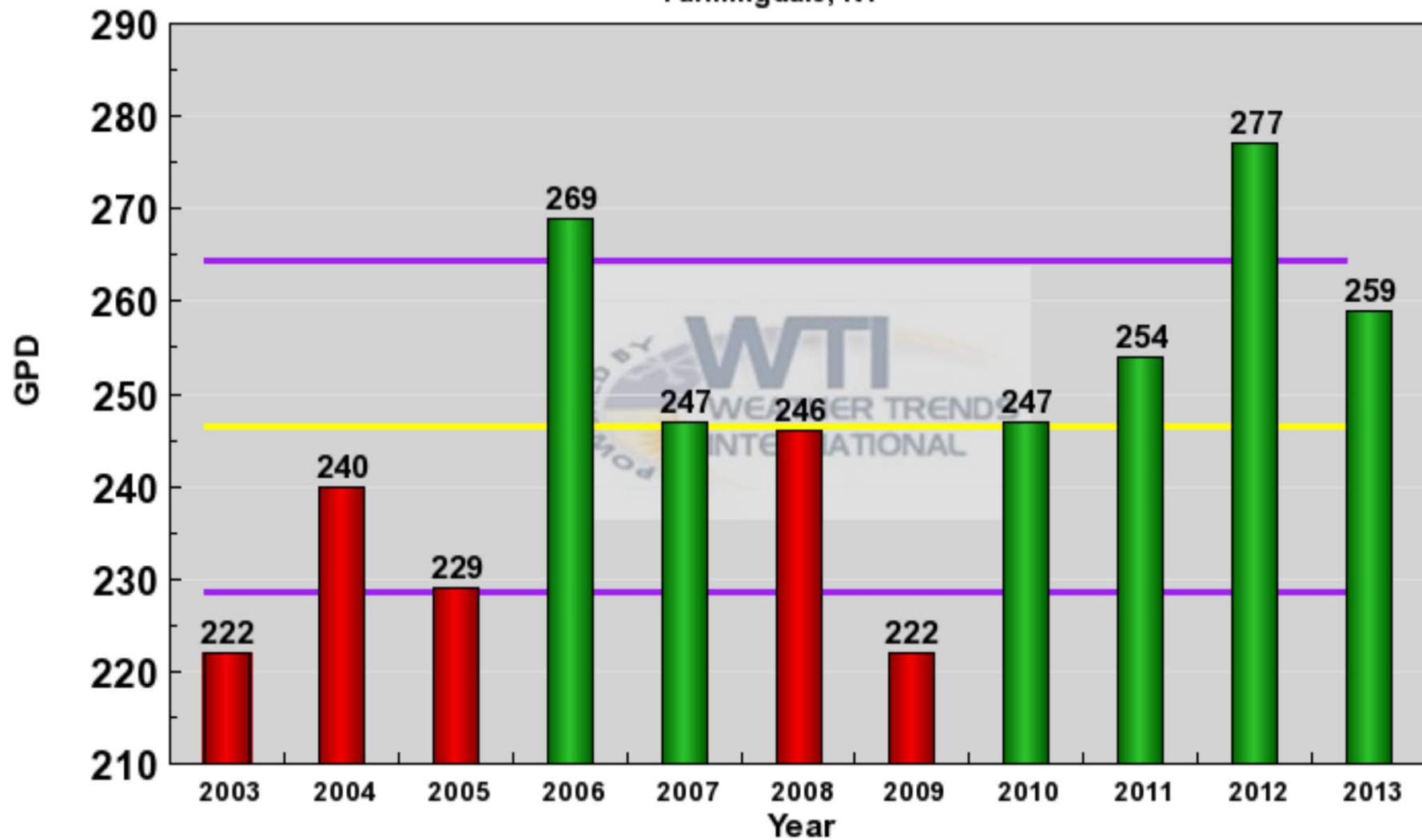
## Golf Playable Days

Saint Johns, MI



## Golf Playable Days

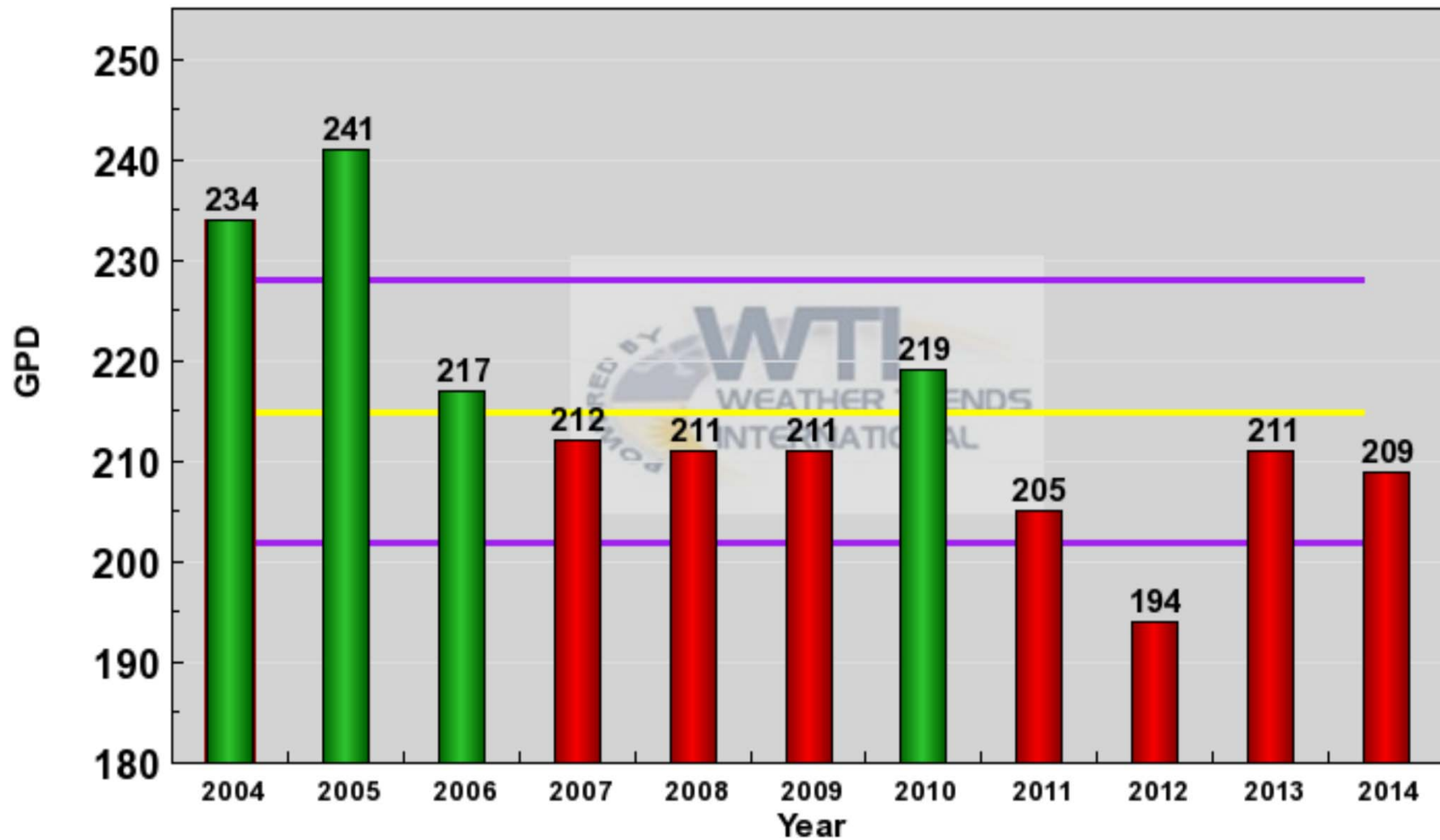
Farmingdale, NY





## Golf Playable Days

Calgary, AB



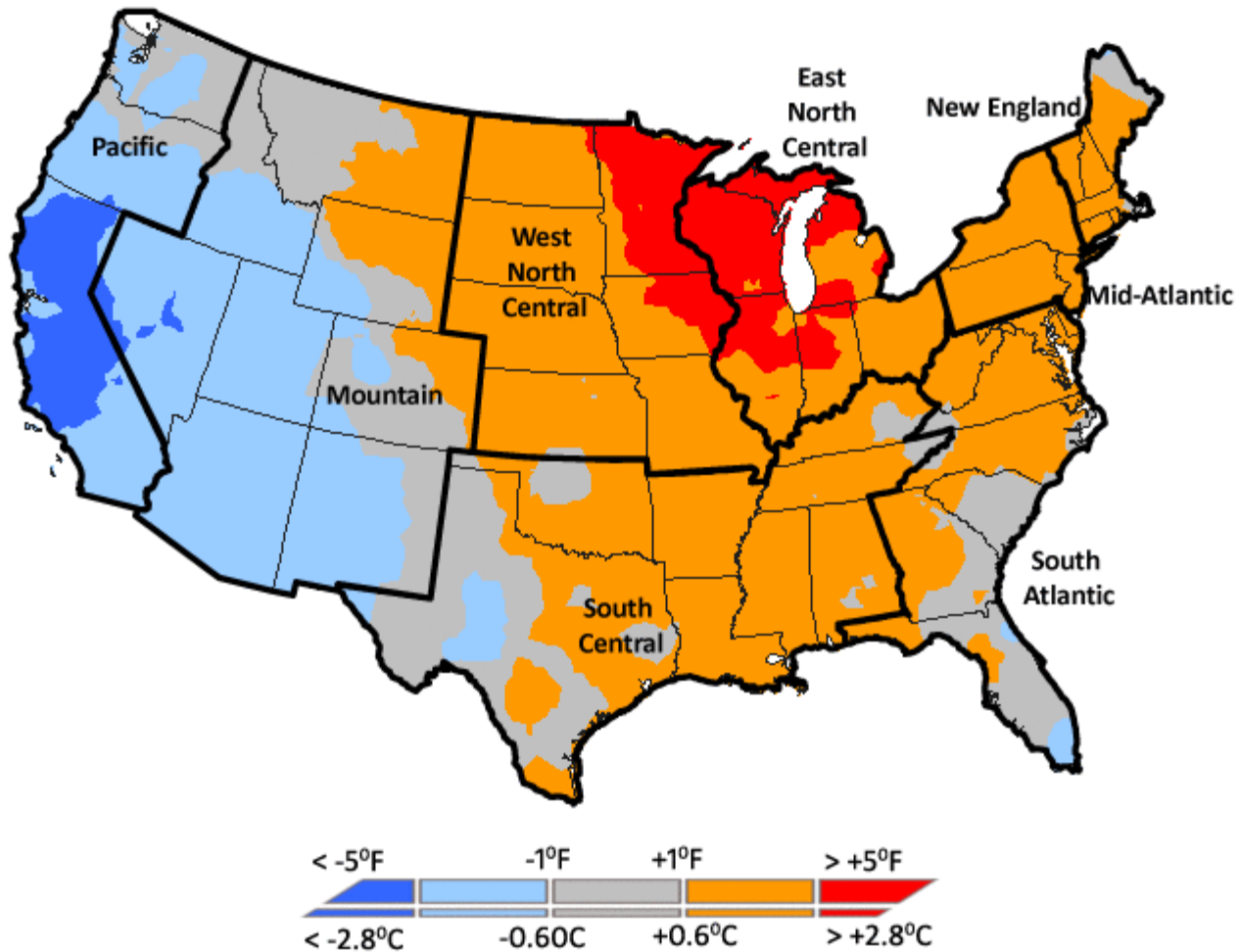
Course	Golf Playable Rounds	Departure From Average	REVPAR	Revenue Exposure
Week 1 ( Starting 2014-09-15)				
Arlington Ridge	1,408	-123		
Balcones	1,760	65		
Bay Hill	1,888	122		
Buffalo	1,632	76		
Columbus	1,760	73		
Dallas	1,696	115		
Dublin	1,728	97		
Eagle Landing	1,216	-290		
Eagle Ridge	1,792	313		
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



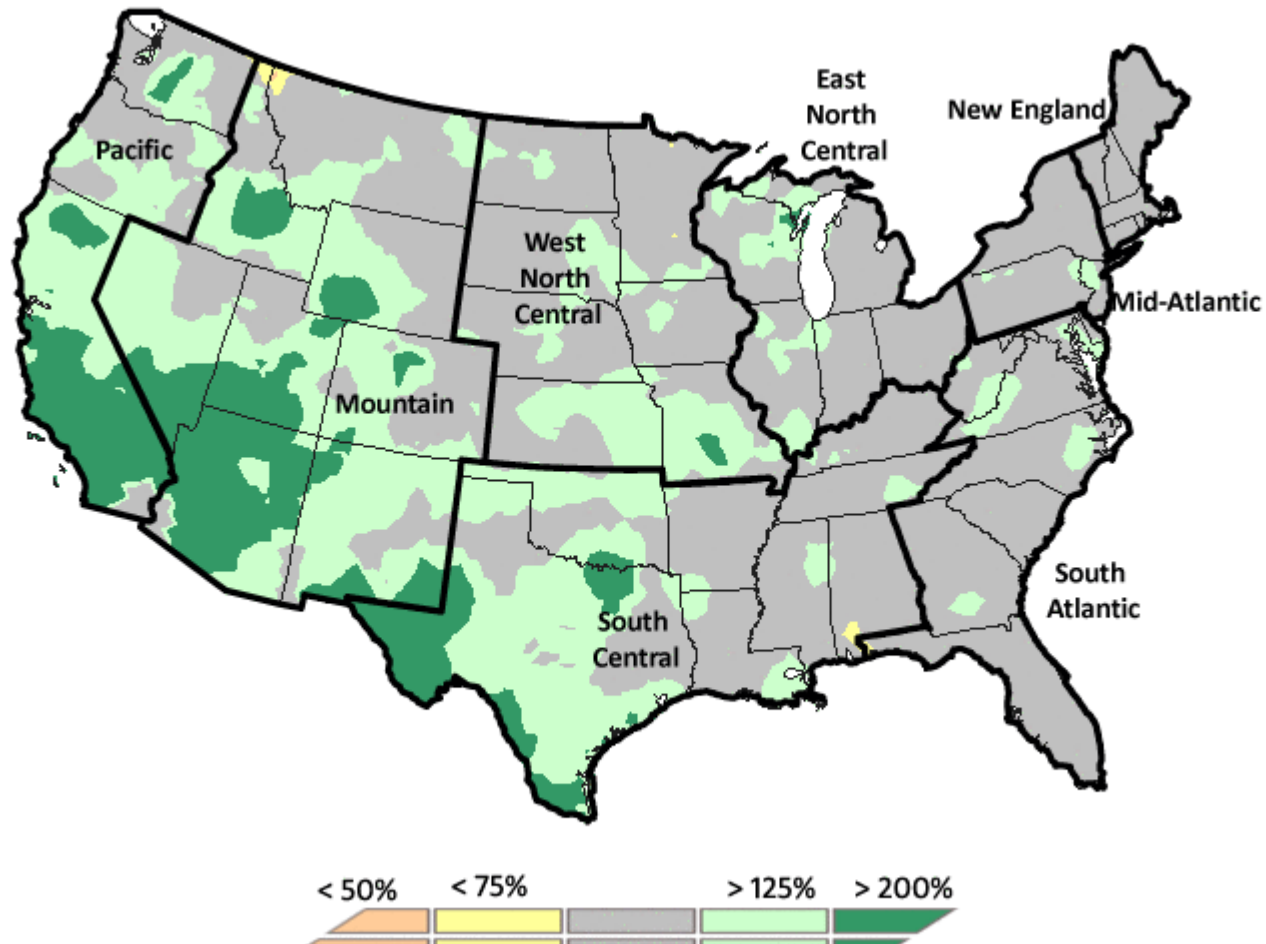
# 2015 Year-Ahead Forecast

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)

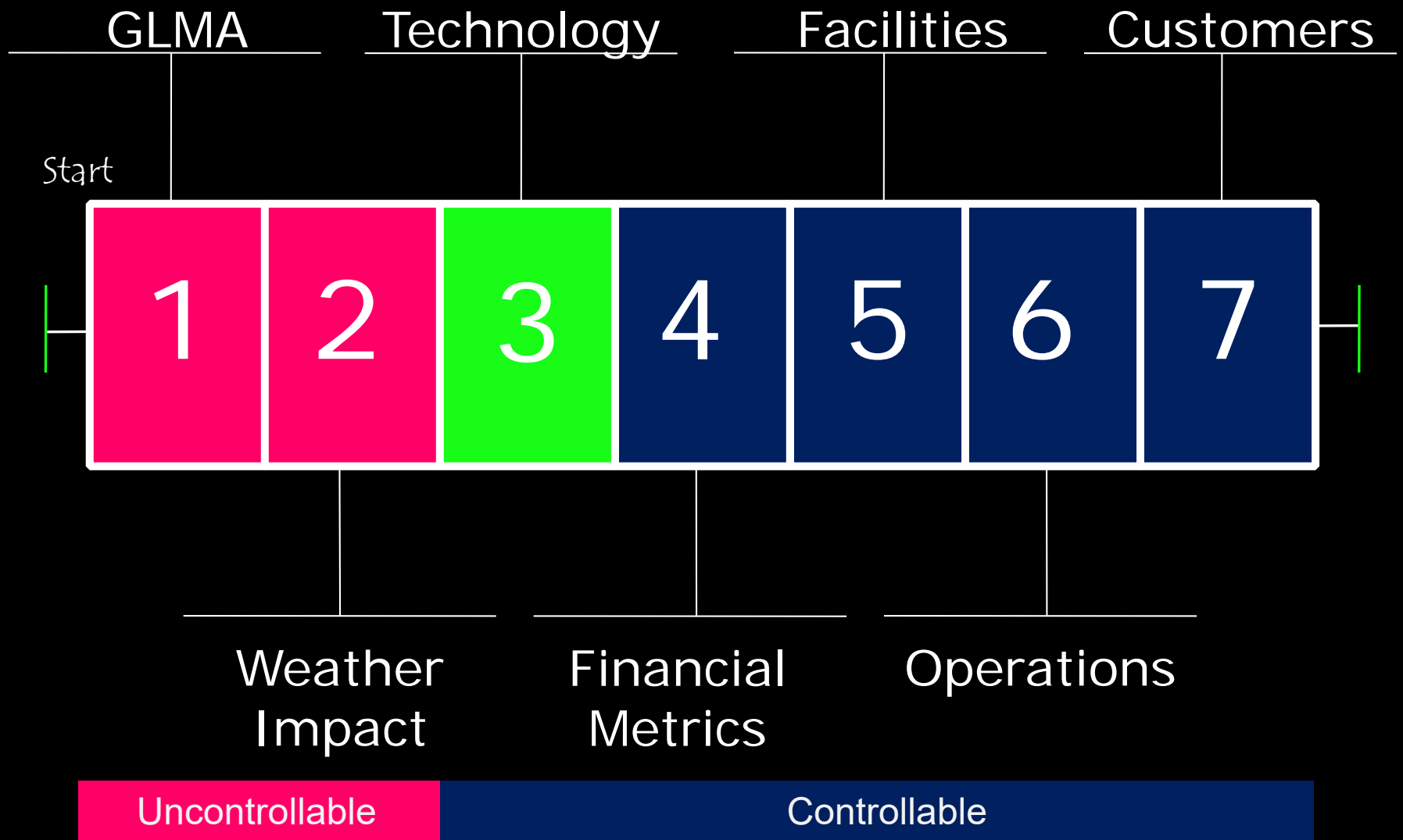




Controllable

# DID YOU KNOW



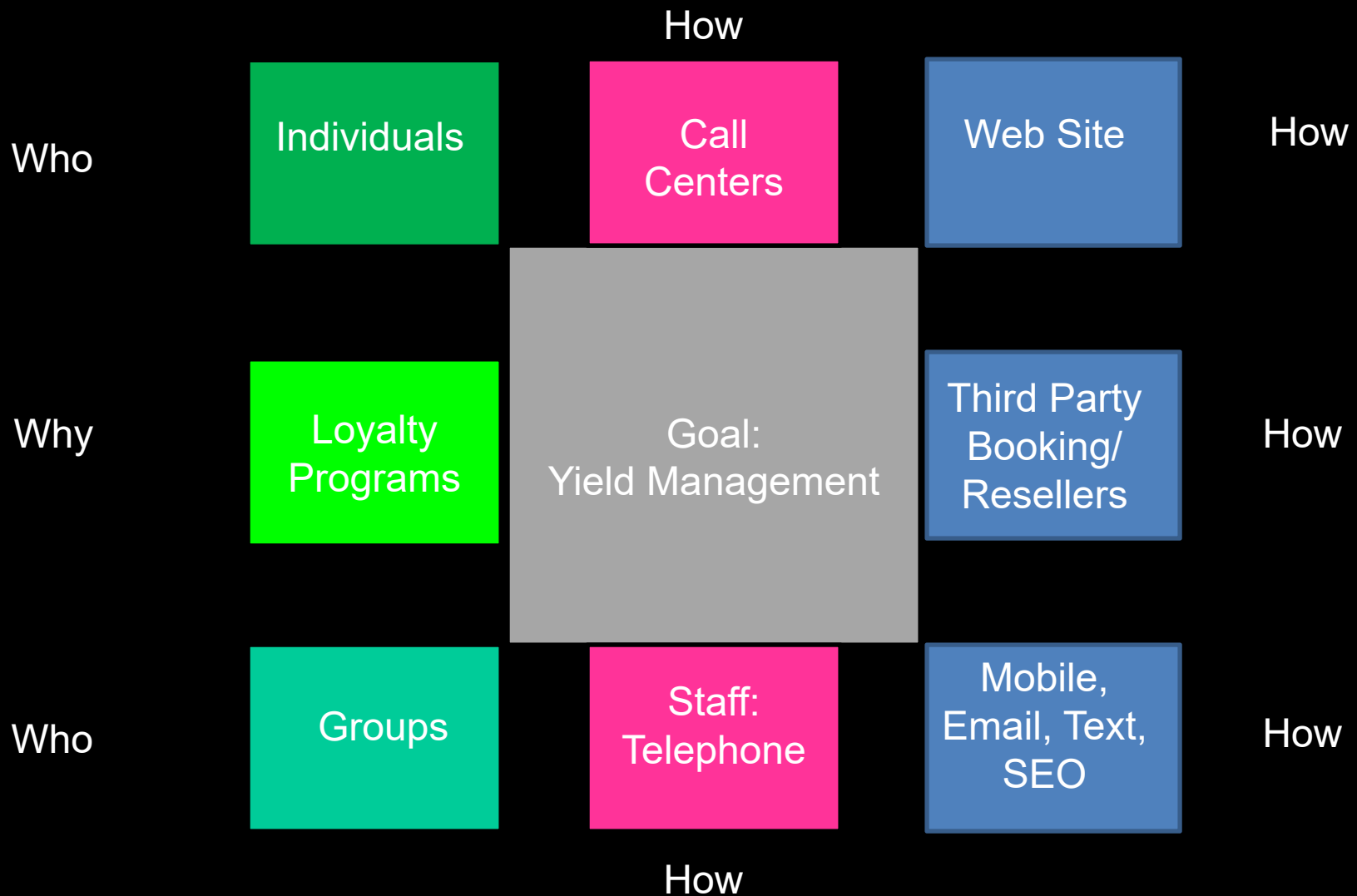


# 3

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

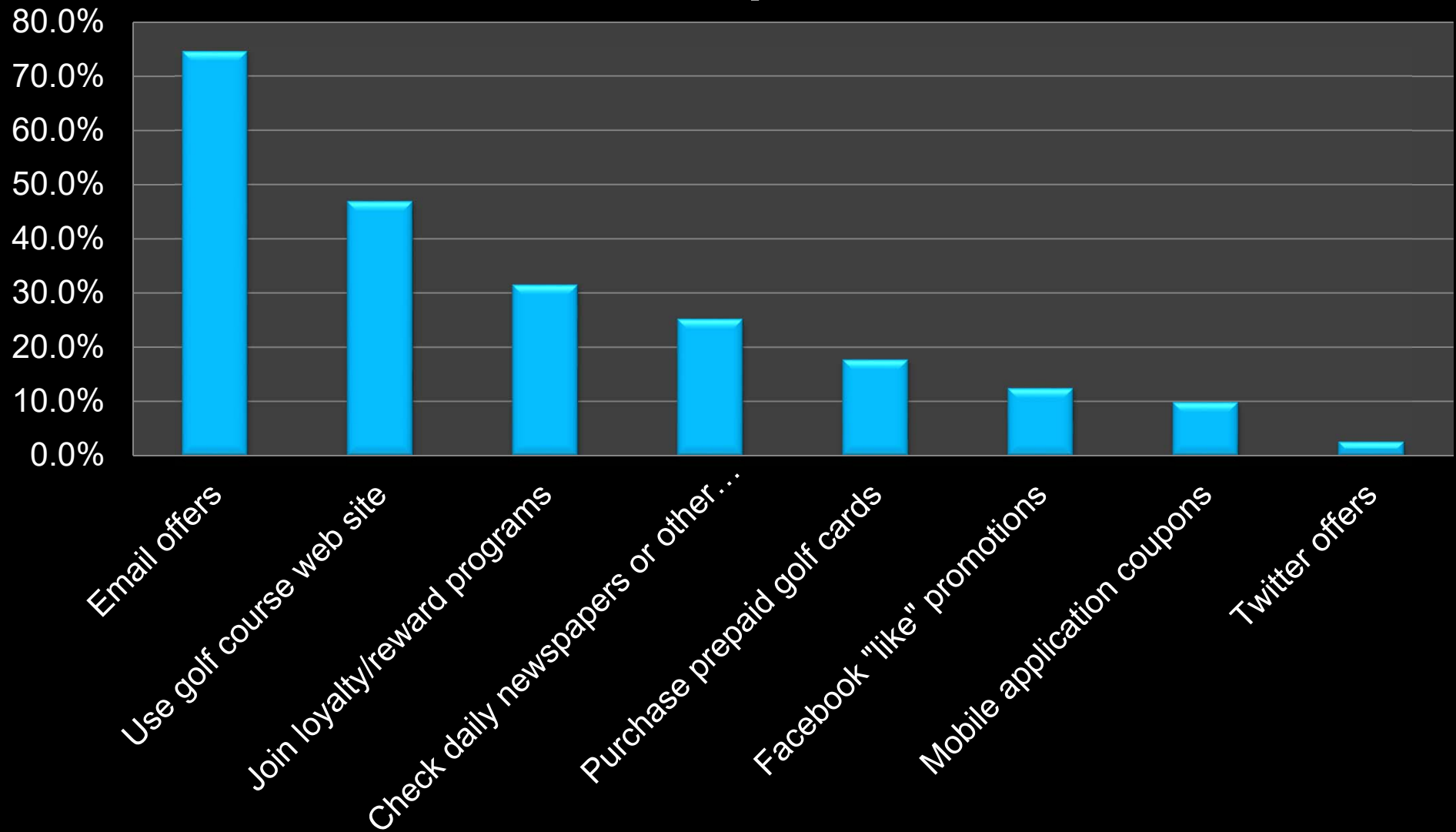
Facebook or  
Google Circles

Twitter

You Tube

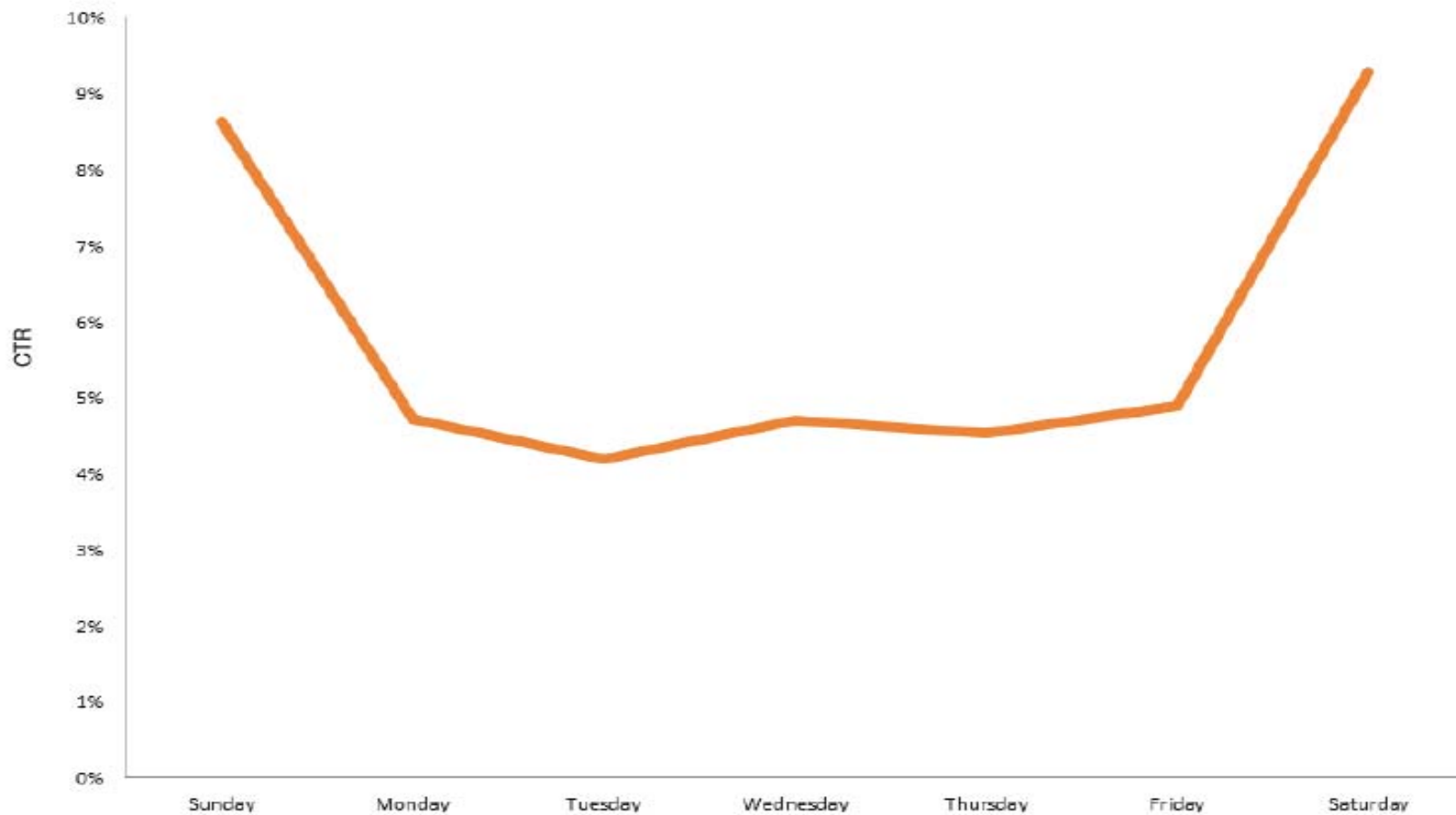
Linked In

# To Learn About the Course & Specials





## Effect of Day-of-Week on Clickthrough Rate



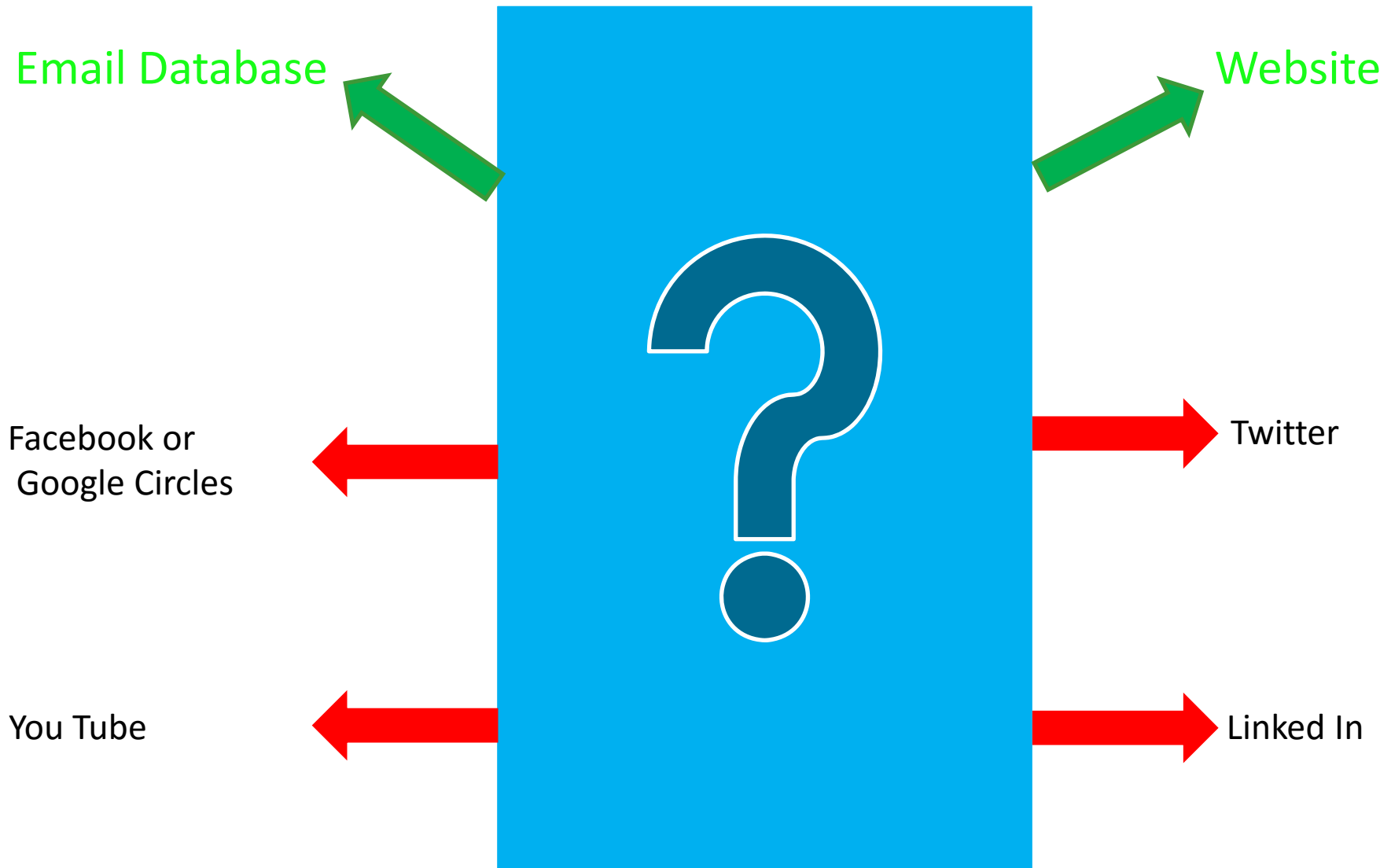
Source: Dan Zarrella, Social Media Scientist, Hubspot, "The Science of Email Marketing"

## Effect of Time-of-Day on Clickthrough Rate



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

# Marketing Options Are Clear



NEW YORK STATE OFFICE OF  
**Parks, Recreation & Historic Preservation**

escape • explore • experience

Andrew M. Cuomo  
GovernorRose Harvey  
Commissioner

Google™ Custom Search

Search

[State Parks](#) | [Historic Sites](#) | [Camping](#) | [Golf Courses](#) | [Admission](#) | [Friends & Support](#) | [Natural Heritage Trust](#) | [State Council of Parks](#)[Environment](#) | [Historic Preservation](#) | [Recreation](#) | [Grants](#) | [Newsroom](#) | [Business](#) | [Employment](#) | [Inside Our Agency](#) | [Regions](#)**Bethpage State Park Golf Courses**

Weather

**Overview****Course Information****Hours of Operation****Getting There****Fees and Rates****Amenities and Activities****Resources and Links****Home : Golf Courses : Bethpage State Park Golf Courses****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



2014 Camping Guide



# 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](#)







Car Rental & Car Sales

United States (English) [Change](#) | [Career](#) | [Customer Support](#) 

Hertz Gold Plus Rewards [Login](#) Not Yet a Member? [Join Now](#)

[Reservations](#)

[Discounts & Coupons](#)

[Locations/Vehicle Guide](#)

[Hertz Car Sales](#)

[Hourly Car Rentals](#)

[Hertz Gold Plus Rewards](#)

[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: 

 Show Me All 

☐ Use my Hertz Gold Plus Rewards Points 

☐ Enter a Discount or Promo Code 

[Book as a Member](#)

[Book as a Guest](#)

**Weekend Special**

**\$14.99 per day**

*on an Economy or Compact*

[Book Now](#)



**AAA Members Save Now!**



**Skip The Lines With Hertz Gold™**



**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

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

See more big ideas

## The unexpected bonus

Earn big – really big –  
with stays worldwide.

Learn more »

## BOOK RIGHT™

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

1

Guests/room

1

Marriott Rewards number

\*\*\*\*\*600

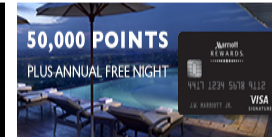
☐ Use Rewards points [What's this?](#)

☒ Special Rates & Awards

☒ Hotels by Brand

[Advanced search](#)

Find



## Explore Our Brands

ICONIC LUXURY

LUXURY

LIFESTYLE | COLLECTIONS

SIGNATURE

MODERN ESSENTIALS

EXTENDED STAY

DESTINATION  
ENTERTAINMENT

BVLGARI®  
HOTELS & RESORTS

JW MARRIOTT®

EDITION®



COURTYARD®

Residence  
Inn®



THE RITZ-CARLTON®

AUTOGRAPH  
COLLECTION

SPRINGHILL SUITES®

TownePlace  
SUITES®

Marriott  
VACATION CLUB

THE RITZ-CARLTON  
DESTINATION CLUB®

RENAISSANCE®  
HOTELS

FAIRFIELD  
INN & SUITES®

Marriott  
EXECUTIVE APARTMENTS®



A STAR ALLIANCE MEMBER

Welcome Mr. James J. Keegan | [United States - English](#) | [Change](#)

[Sign Out](#) | [My Account](#) | [Contact Us](#) | [Site Feedback](#)



[Home](#) | [Reservations](#) | [Travel Information](#) | [Deals & Offers](#) | [MileagePlus®](#) | [Products & Services](#) | [About United](#)

[Ask Alex™ for help >](#)

**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

Search By: ☒ Price ☐ Schedule ☐ Award Travel  
☐ Nonstop Flights Only

[Advanced Search](#) [Search](#)  
Children, Country of Purchase...

Customize your trip with  
Travel Options by United >

**Cruise**  
Reservations

**MileagePlus**  
UNITED

Nonstop sleep  
Flat-bed seats on more flights  
from New York/Newark.  
[Learn more >](#)

Earn up to 5,000 bonus  
miles at participating  
hotels or resorts within  
the Hilton HHonors™  
portfolio.

[Register now >](#)

Earn 25 award miles per dollar spent  
on summer flowers and gifts at FTD\*  
\*Exceptions apply. Limited-time offer expires July 31, 2013.

[Order today >](#) **MileagePlus**  
UNITED

**Latest News** | [Changed bag rules and optional services](#) | [2014 MileagePlus Premier® program](#)  
[and Offers](#) | [Important notices](#) | [unitedhub.com: United news, videos & tips](#)

[Print Boarding Pass](#) [Check Flight Status](#)

Confirmation or MileagePlus Number:

[Go](#)

[More Check-in options](#)

Check-in is available within 24 hours of departure

[Change or View Reservations](#) [See More](#)

[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.  
[LEARN MORE](#)



**Nonstop sleep**  
Flat-bed seats on more flights  
from New York/Newark.  
[Learn more >](#)



**Deliver smiles  
to children in need.**  
Give a bear and get one, too.  
[Donate now >](#)


**MileagePlus  
Fitness**  
UNITED

Earn 2,000 miles  
while you shape  
up this summer.  
[Join now >](#)





ST ANDREWS LINKS®  
the home of golf®

Proud global partners with **Allianz** 

[Latest News](#) | [Book Online](#) | [Getting Here](#) | [Login](#) | [Select Language](#) | ▼




PLAY

LEARN

SHOP

RELAX

 Search

 My Bag: £0.00

# The Home of Golf



## You've arrived

More than a round of golf, playing at St Andrews Links is about playing your part in a story which continues to unfold 600 years after it began.

> Our history

> Ballot results





Now Offering Best Rate Guarantee



RESERVATIONS 888.427.6678

GOLF OFFERS

COURSES

TEE TIMES

STAY & PLAY PACKAGES

GROUPS

WEDDINGS

PLAYER SERVICES

COMPANY



#### 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

CALL 888-427-6678 TO BOOK

EXPERIENCE GOLF  
PLAY LAS VEGAS' MOST  
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](http://www.calgarygolfblog.com). Check out the review at <http://www.calgarygolfblog.com/golf-course-review-the-links-of-glen-eagles/>



### Join Our E-Club

First Name:

Last Name:

Phone:

Email:

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

[Sign Up](#)

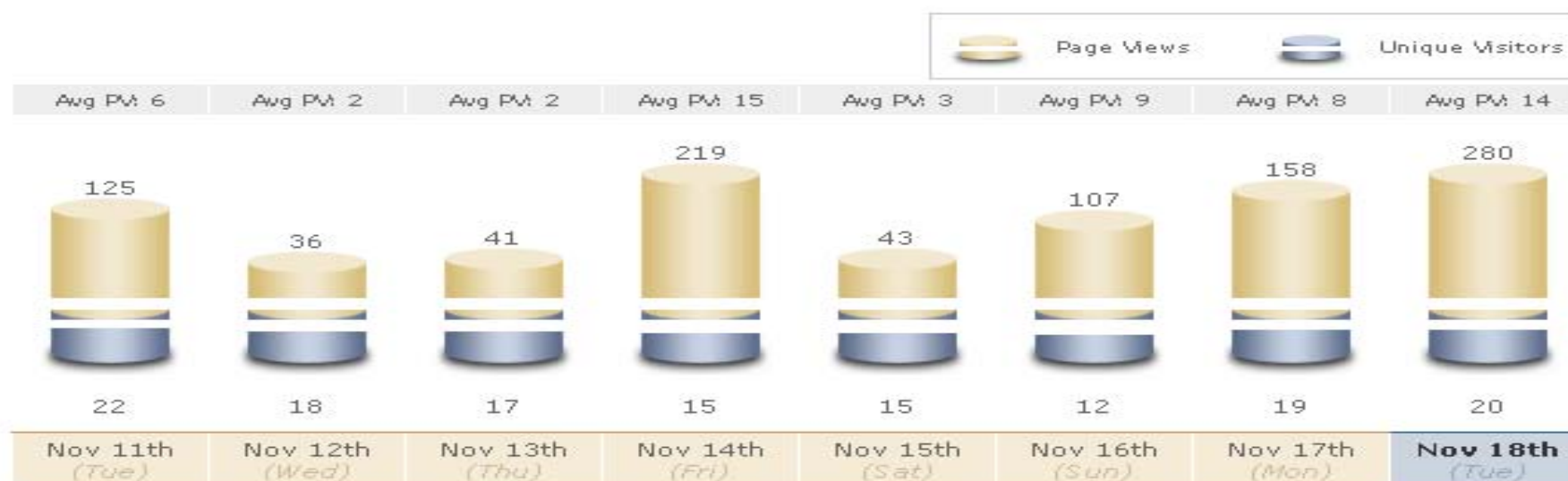




Web Analytics Overview for [www.golfconvergence.com](http://www.golfconvergence.com) (November 18th, 2014)

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
--	-----------	-------



Leads



Conversions



Forms



Pulse@



Settings

LEADS ▸ Live Leads

Reporting Website: [www.golfconvergence.com](http://www.golfconvergence.com) Logout

Dashboard **Live Leads** Lead History Lead Search Alerts CRM Watchlist Lead Filter Lead Scoring Manage Users Purchased Contacts

Learning Center

### Admin Live Leads

Orientation:

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



Campaign: September News 2014 (SepN14) ▼			September ▼		24 ▼	2014 ▼	Go
	Visit Time	IP Address/Identity ▼	Views ⓘ	Bounce ⓘ	Fraud ⓘ	Convert ⓘ	Detail
1.	6:30:58pm	 <a href="mailto:dgrbuchan@juno.com">dgrbuchan@juno.com</a>	2				
2.	6:02:14pm	 <a href="mailto:bgregorylcc@peoplepc.com">bgregorylcc@peoplepc.com</a>	4				
3.	5:13:35pm	 <a href="mailto:peteraiello@shaw.ca">peteraiello@shaw.ca</a>	1				
4.	5:09:57pm	 <a href="mailto:mtt@charter.net">mtt@charter.net</a>	3				
5.	3:48:21pm	 <a href="mailto:richard.hrabcak@inmail.sk">richard.hrabcak@inmail.sk</a>	8				
6.	2:43:47pm	 <a href="mailto:robert@visistat.com">robert@visistat.com</a>	1				
7.	10:08:45am	 <a href="mailto:rsf4653@aol.com">rsf4653@aol.com</a>	1				
8.	9:13:28am	 <a href="mailto:kyle@theprairieclub.com">kyle@theprairieclub.com</a>	1				
9.	8:57:33am	 <a href="mailto:aelliott@pga.com">aelliott@pga.com</a>	1				
10.	8:52:06am	 <a href="mailto:mbobba@greystonecc.com">mbobba@greystonecc.com</a>	1				
11.	8:27:15am	 <a href="mailto:jolsen@fairwinds.ca">jolsen@fairwinds.ca</a>	1				
12.	8:01:54am	 <a href="mailto:mjbiber@msn.com">mjbiber@msn.com</a>	2				
13.	7:45:33am	 <a href="mailto:dhawley@redwoods-golf.com">dhawley@redwoods-golf.com</a>	1				
14.	7:21:15am	 <a href="mailto:dataseek@hotmail.com">dataseek@hotmail.com</a>	5				
15.	7:15:04am	 <a href="mailto:drenegar@bluerhino.com">drenegar@bluerhino.com</a>	3				
16.	7:04:16am	 <a href="mailto:ronawharton@aol.com">ronawharton@aol.com</a>	3				
17.	7:00:15am	<a href="mailto:clabelle@niagaraparks.com">clabelle@niagaraparks.com</a>	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:

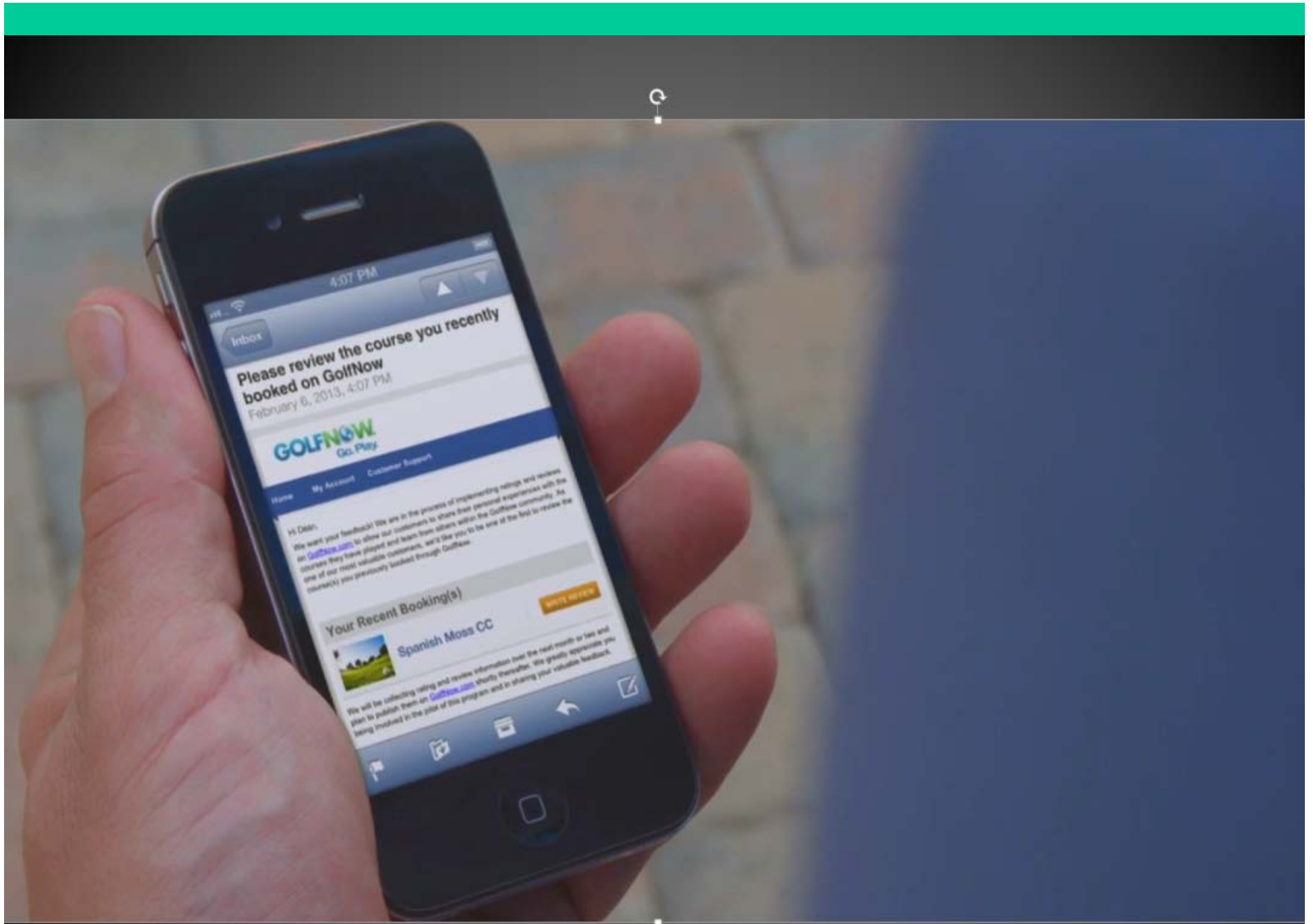
Details: [Click here to view details in LeadLander](#)  
IP Address: 137.150.109.79  
Search Engine: Google  
Referring page: [http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=0CCgQFjAC&url=http://www.golfconvergence.com/curriculum-vitae&ei=KkYjVOy1AZCroQSdioLBQ&usq=AFQjCNHv1VCvfQ9dqhtvvAEJGv44m6\\_7WA&bvm=bv.7247554"d.cGU](http://www.google.com/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)

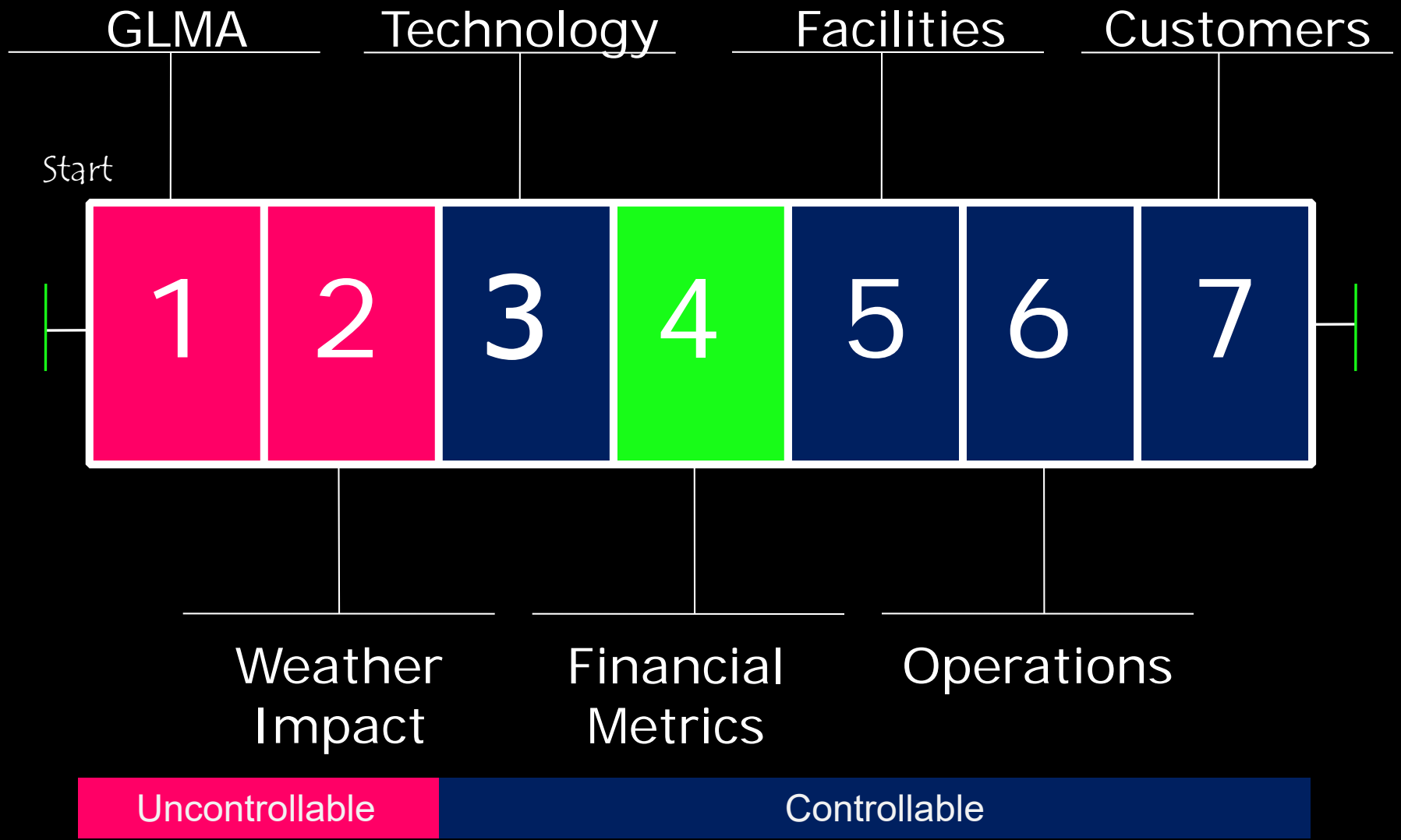
### First 3 pages viewed during this visit:

9/24/2014 4:31:09 PM	<a href="http://www.golfconvergence.com/curriculum-vitae">http://www.golfconvergence.com/curriculum-vitae</a>
9/24/2014 4:31:16 PM	<a href="http://www.golfconvergence.com/business-of-golf-university">http://www.golfconvergence.com/business-of-golf-university</a>
9/24/2014 4:31:33 PM	<a href="http://www.golfconvergence.com/why-how-what/process">http://www.golfconvergence.com/why-how-what/process</a>

*This alert was generated for golfconvergence at [jkeegan@golfconvergence.com](mailto:jkeegan@golfconvergence.com).*









# 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 <sup>1</sup>	September 2013 <sup>1</sup>	Change	% Change
Mean (Average) Rounds Played - September	2,502	2,564	↓	-2.4%
Mean (Average) Days Open - September	27.8	28.1	↓	-1.1%
<b>YTD September 2014 Highlights</b>				
Mean (Average) Rounds Played - YTD	19,566	19,850	↓	-1.4%
Mean (Average) Days Open - YTD	203.7	208.8	↓	-2.4%
<b>September 2014 Median Gross Revenue Per Facility<sup>2</sup></b>				
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 <sup>4</sup>	\$1201,208	\$1201,965	↓	-0.4%
<b>YTD September 2014 Median Gross Revenue Per Facility<sup>2</sup></b>				
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 <sup>4</sup>	\$1,896,610	\$1,874,817	↑	1.3%
<b>Performance Factor<sup>3</sup></b>	<b>Index</b>			
September 2014	98.6			
YTD September 2014	101.0			

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

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

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

<sup>4</sup> 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.

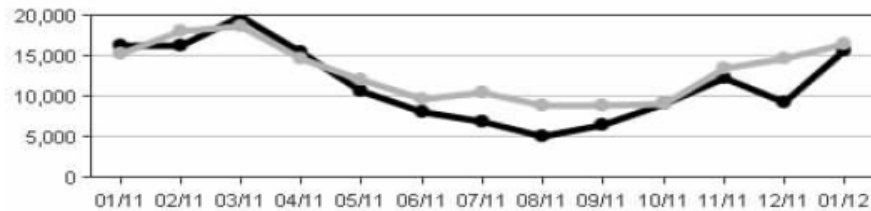
Period: 01/2012 - 01/2011  
CGM: Florida: Southeast  
Rate Set: \$76 - \$125  
Facility: Your Facility Name

Color Legend

Your Facility's Monthly Data  
Your CGM Comparative Data

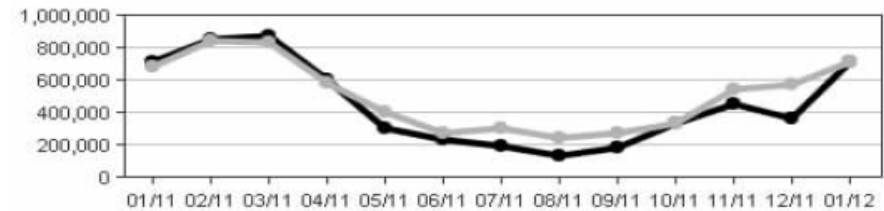
**Rounds Played**

	January			YTD		
	2012	2011	Change (%)	2012	2011	Change (%)
<b>Your Facility</b>	<b>15,718</b>	<b>16,214</b>	<b>-496 (-3%)</b>	<b>15,718</b>	<b>16,214</b>	<b>-496 (-3%)</b>
<b>Your CGM</b>	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	



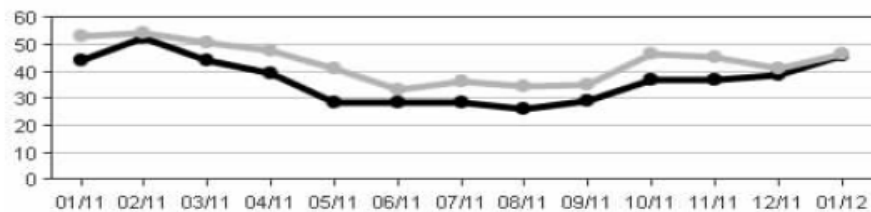
**Revenue**

	January			YTD		
	2012	2011	Change (%)	2012	2011	Change (%)
<b>Your Facility</b>	<b>\$718,902</b>	<b>\$715,409</b>	<b>\$3,493 (0%)</b>	<b>\$718,902</b>	<b>\$715,409</b>	<b>\$3,493 (0%)</b>
<b>Your CGM</b>	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	



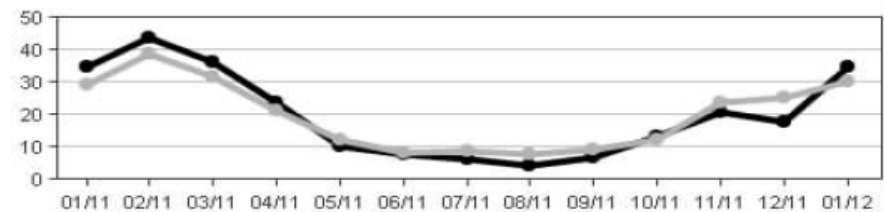
**RevPur (Revenue per Utilized Rounds)**

	January			YTD		
	2012	2011	Change (%)	2012	2011	Change (%)
<b>Your Facility</b>	<b>\$45.74</b>	<b>\$44.12</b>	<b>\$ 1.62 (4%)</b>	<b>\$45.74</b>	<b>\$44.12</b>	<b>\$ 1.61 (4%)</b>
<b>Your CGM</b>	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 (%)
<b>Your Facility</b>	<b>\$34.79</b>	<b>\$34.62</b>	<b>&gt;\$ 0.17 (0%)</b>	<b>\$34.79</b>	<b>\$34.62</b>	<b>\$ 0.17 (0%)</b>
<b>Your CGM</b>	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	

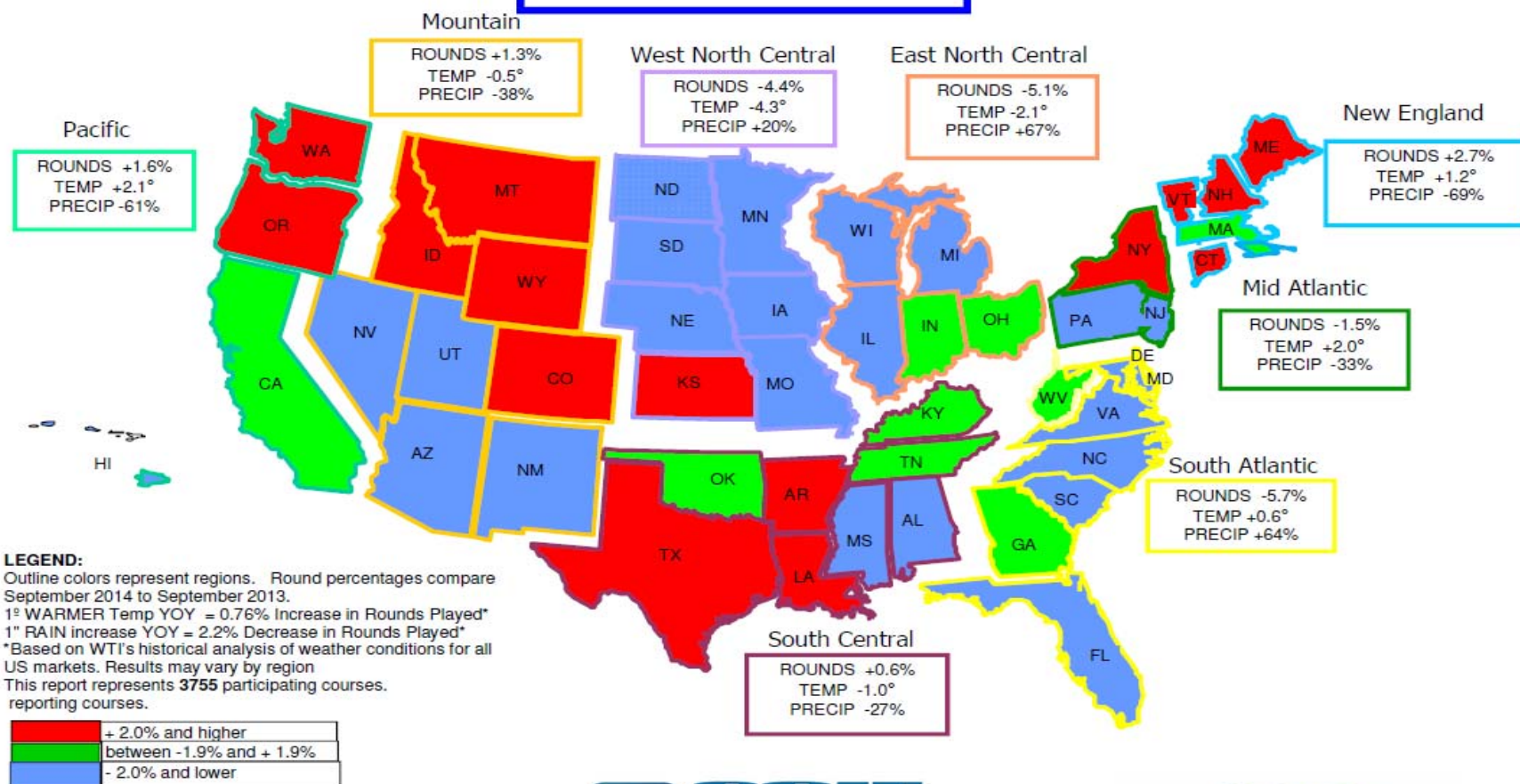


Notes:

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.



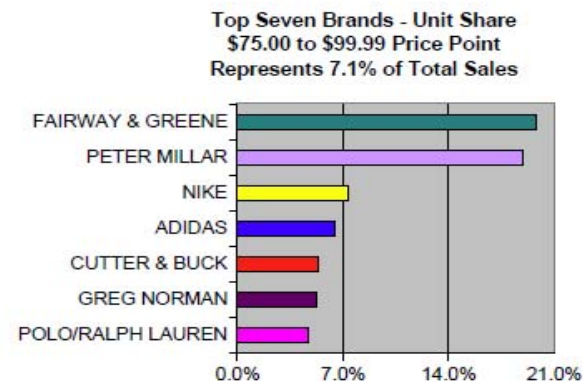
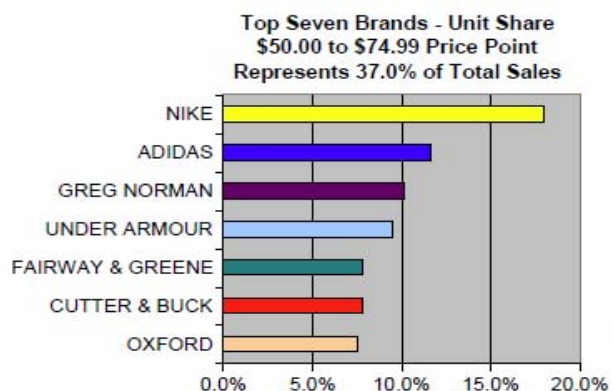
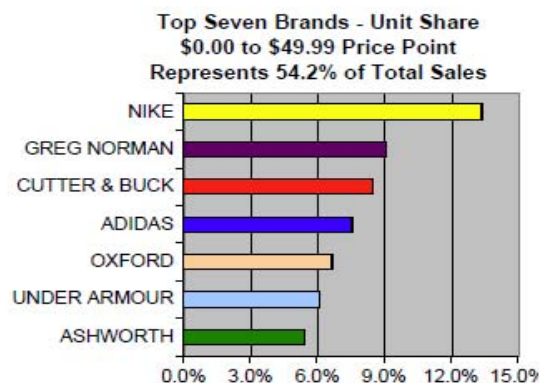
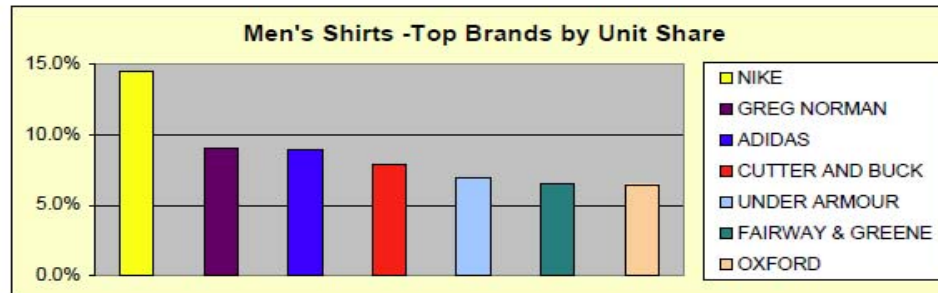
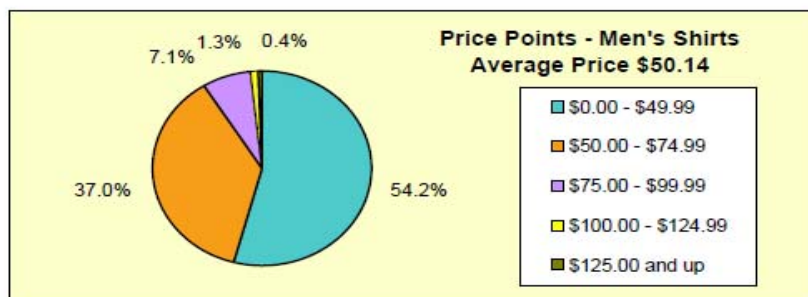




## ON COURSE - MEN'S SHIRTS

FEBRUARY, 2011

Shirts Include Short and Long Sleeve Shirts



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

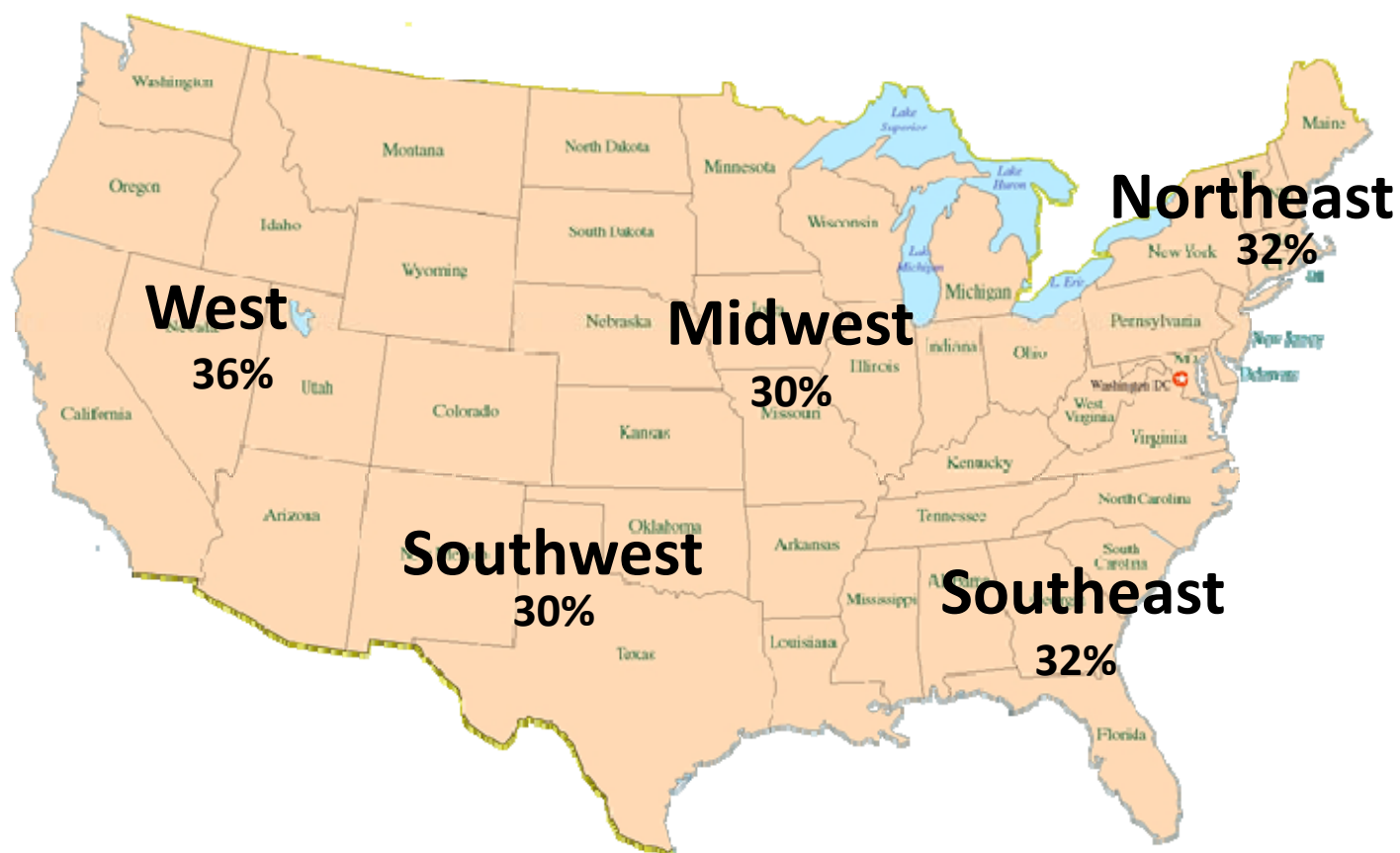
Questions? For More Information Contact Suzie Phillips, [sphillips@golfdatatech.com](mailto:sphillips@golfdatatech.com) / 888-944-4116

These reports are copyrighted works of Golf Datatech, LLC and may not be reprinted, reproduced or redistributed in any form without the written consent of Golf Datatech, LLC.





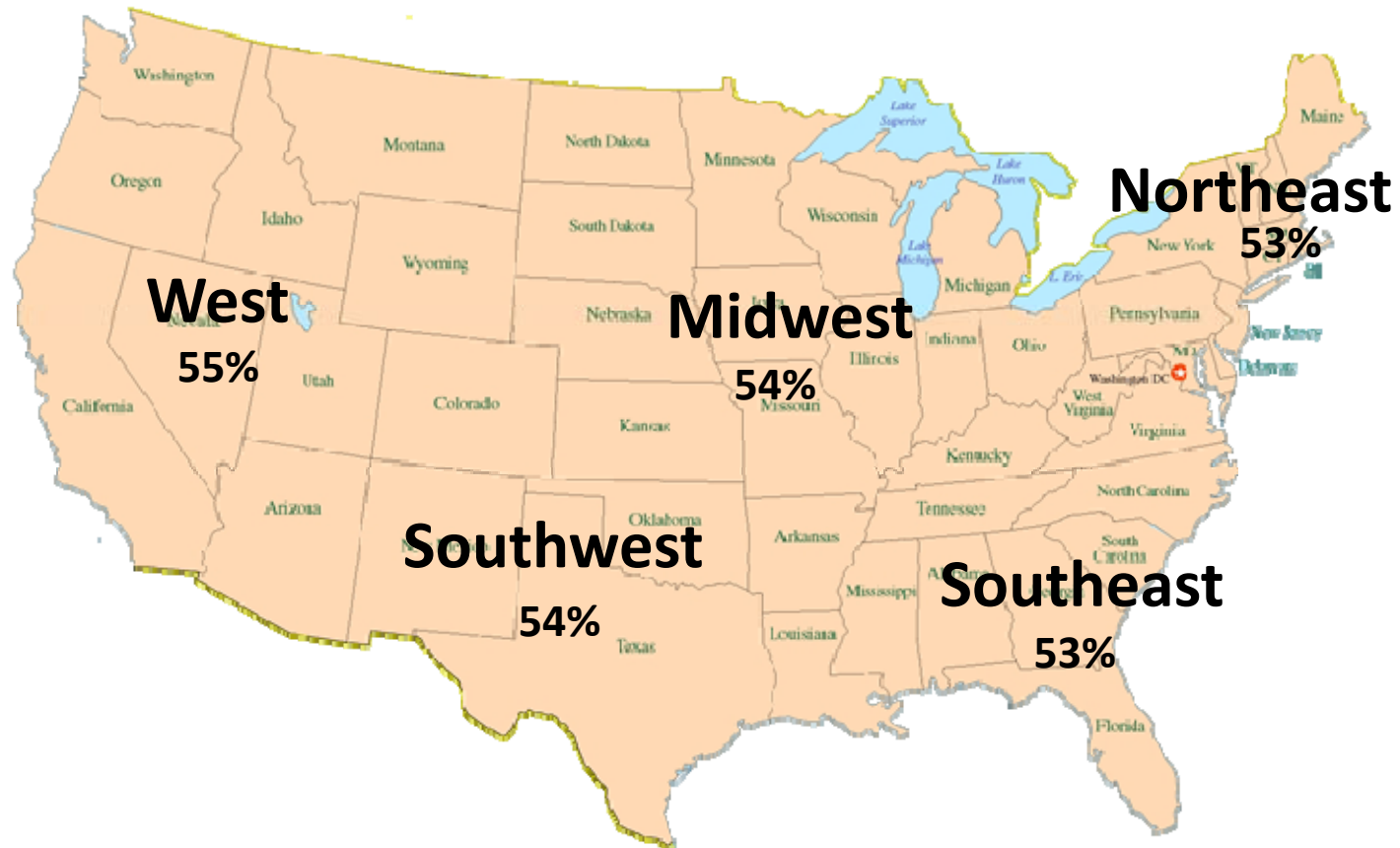
**Course Maintenance as a  
Percentage of Available Cash  
National 31%**





PARTICIPATION • KNOWLEDGE • SUCCESS

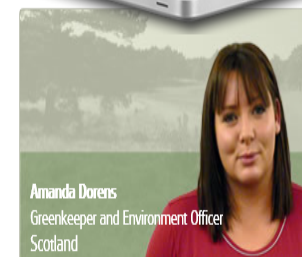
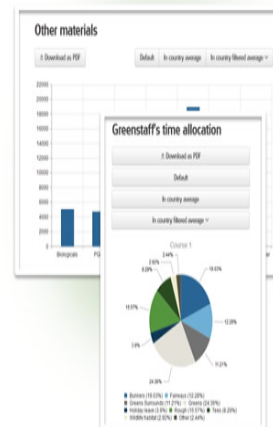
## Payroll as a Percentage of Operating Revenue National 54%



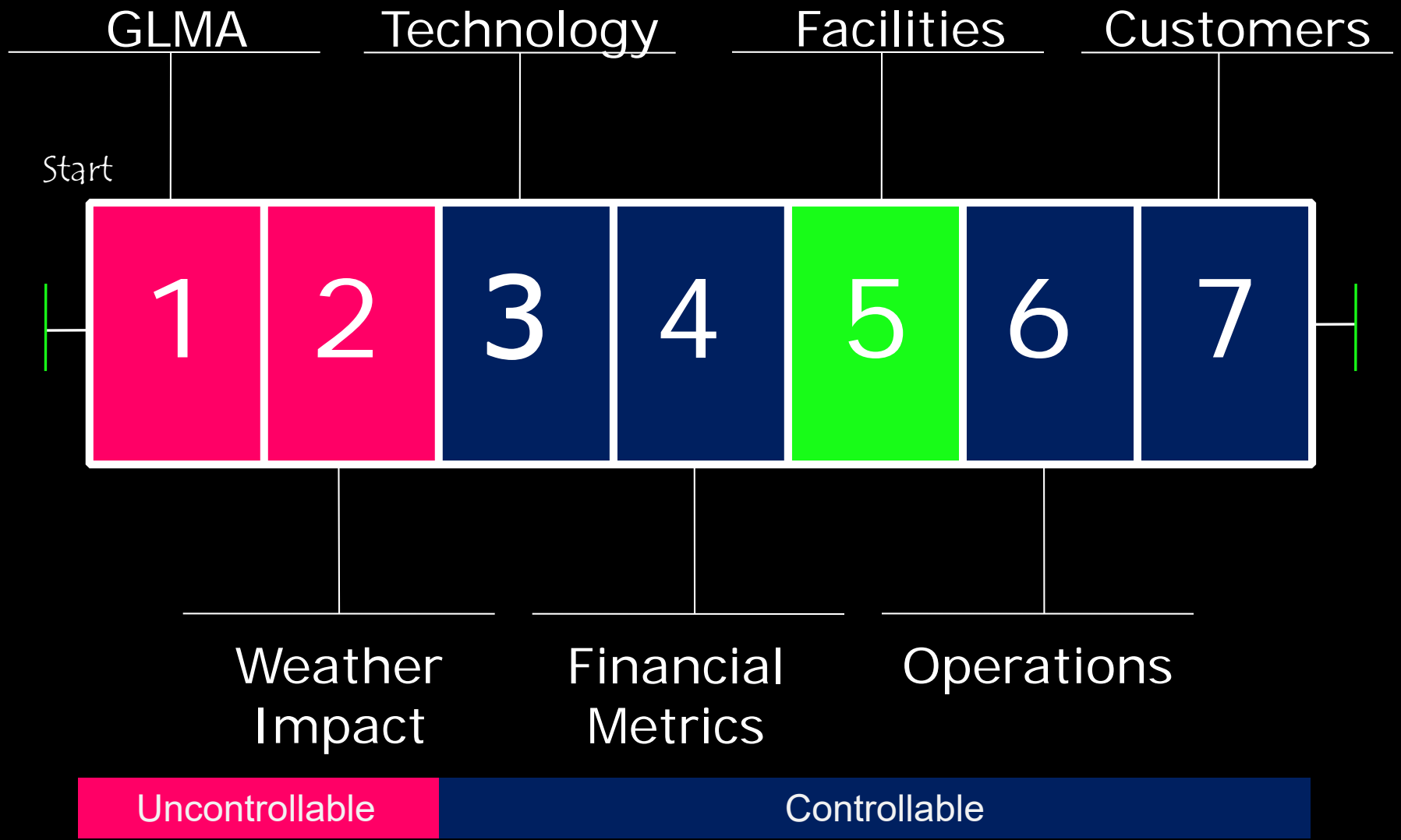
## No Thanks

[or view video tour](#)

Anonymously benchmark with other similar courses in your country



“ 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.



FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW ADD-INS ACROBAT

Paste Cut Copy Format Painter

Calibri 26 A A

B I U

Wrap Text

Merge & Center

General

\$ % ' .00 .00

Conditional Formatting Format as 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
<b>Instructions:</b> To complete schedule, merely enter in column "F" the number of years since the golf course component has been replaced.								

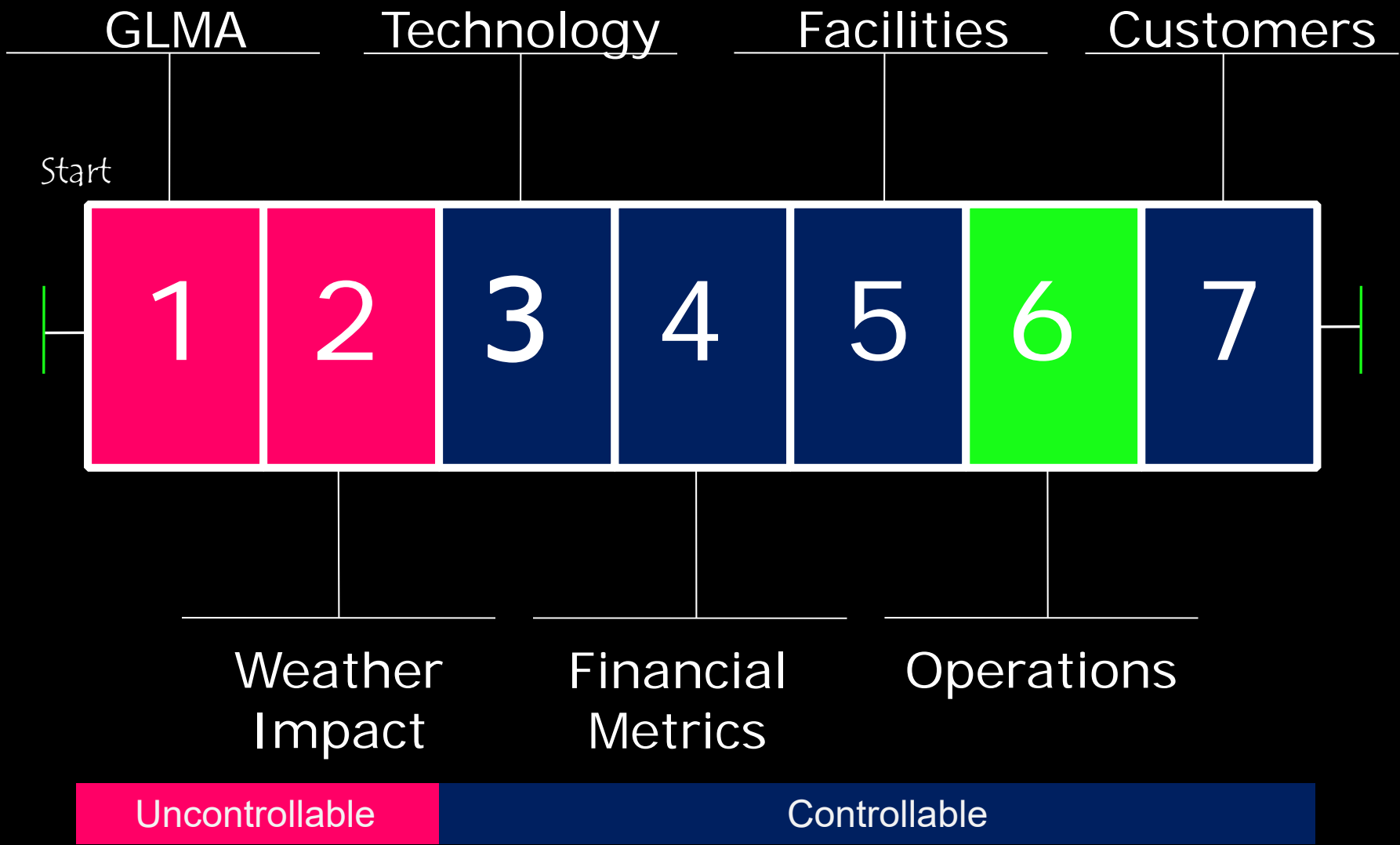




# Golf Convergence

strategists - ensuring your vision becomes reality

Season Length—Weeks/Mont	34	8						To complete:
Task	Daily	Monthly	Yearly	Hours Per Task	Total Hours			
Administration	Record Keeping	7		1	238.00			B1
Bunkers	Rake	7		20	4,760.00			C1
Cart Paths	Cart Paths	7		20	4,760.00			C3 - F45
Clubhouse	Clubhouse Grounds	7		5	1,190.00			
Course	Clk. Irrigation	5		10	1,700.00			Note that by entering the data as specified, the worksheet should
Course	Irrigation Repairs	3		16	1,632.00			should automatically calculate the annual labor hours invested
Course	Trimming	5		16	2,720.00			
Course	Overseed/Topdress Areas	3		5	510.00			Row 1 Completed as Example: Course is maintained 32 weeks per year
Course	Fungicides		8	5	320.00			for 8 months in which record keeping occurs daily for 1 hour per day.
Course	Herbicides		8	8	512.00			Please change to fit your circumstances and then enter rest of data.
Course	Insecticides		6	8	384.00			While it may seem tedious and not a valuable exercise, the end
Cutting	Greens				0.00			result is priceless. It helps you ascertain the proper staffing levels
Cutting	30" Collar				0.00			and gives you an appreciation for all the tasks accomplished by the staff
Cutting	Tees	5		8	1,360.00			
Cutting	Fairways		2	8	128.00			Note that "daily, monthly, and yearly" represented the frequency
Cutting	First Cut			1	32.00			on which a task is performed. For example, if you verticut greens
Cutting	Roughs	7		8	1,904.00			twice per month, you would enter (in this example), 8 months times
Cutting	Native Areas	7		4	952.00			2 for a total of 16 occurrences of that task.
Cutting	Aprons	7		4	952.00			
Cutting	Driving Range		5	8	320.00			
Cutting	Verticut Greens Bi-Weekly				0.00			
Equipment	Cleaning			2	200.00			
Equipment	Maintenance			2	150.00			
Greens	Pins			1	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			



# 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



# Golf Convergence

strategists - ensuring your vision becomes reality

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

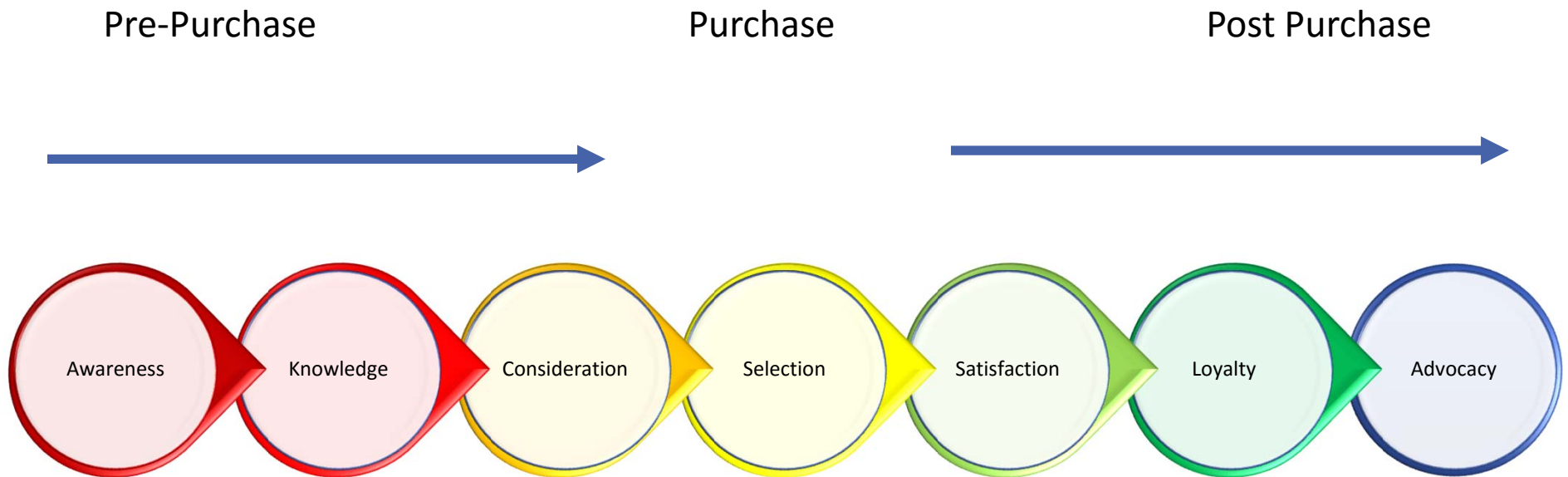
Registration

Secret Shopper





# 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



# Golf Convergence

strategists - ensuring your vision becomes reality

**\$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

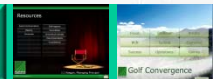
The architecture of a golf course varies greatly. Some are merely "hit it and find it" that don't offer much challenge on flat piece of ground with few trees and bunkers. Others are brilliantly crafted in which the golfers walks through a canopy of nature with many alternatives on how to play a hole. 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

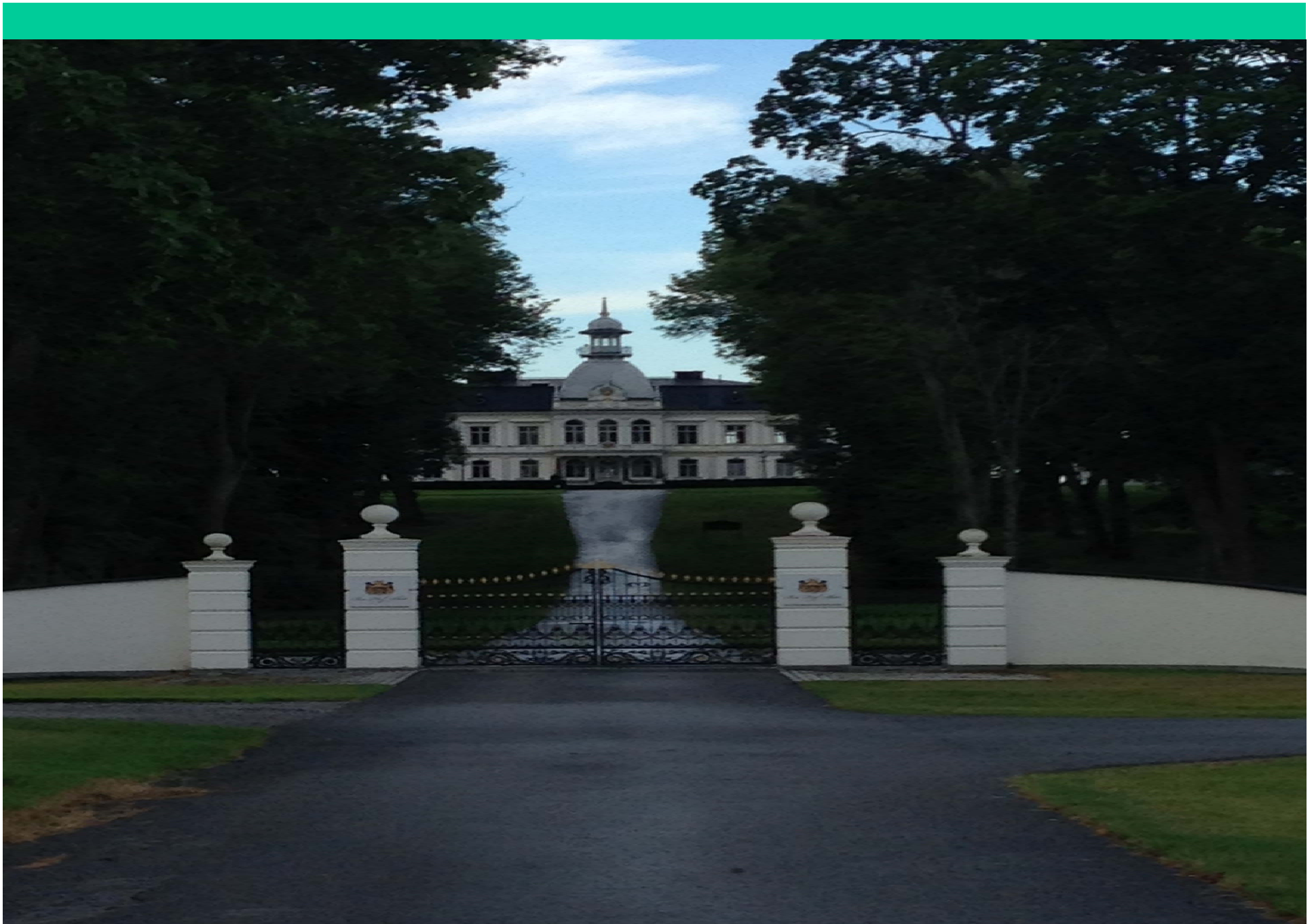
Value





©2015, Golf Convergence, Inc.





©2015, Golf Convergence, Inc.























©2015, Golf Convergence, Inc.



















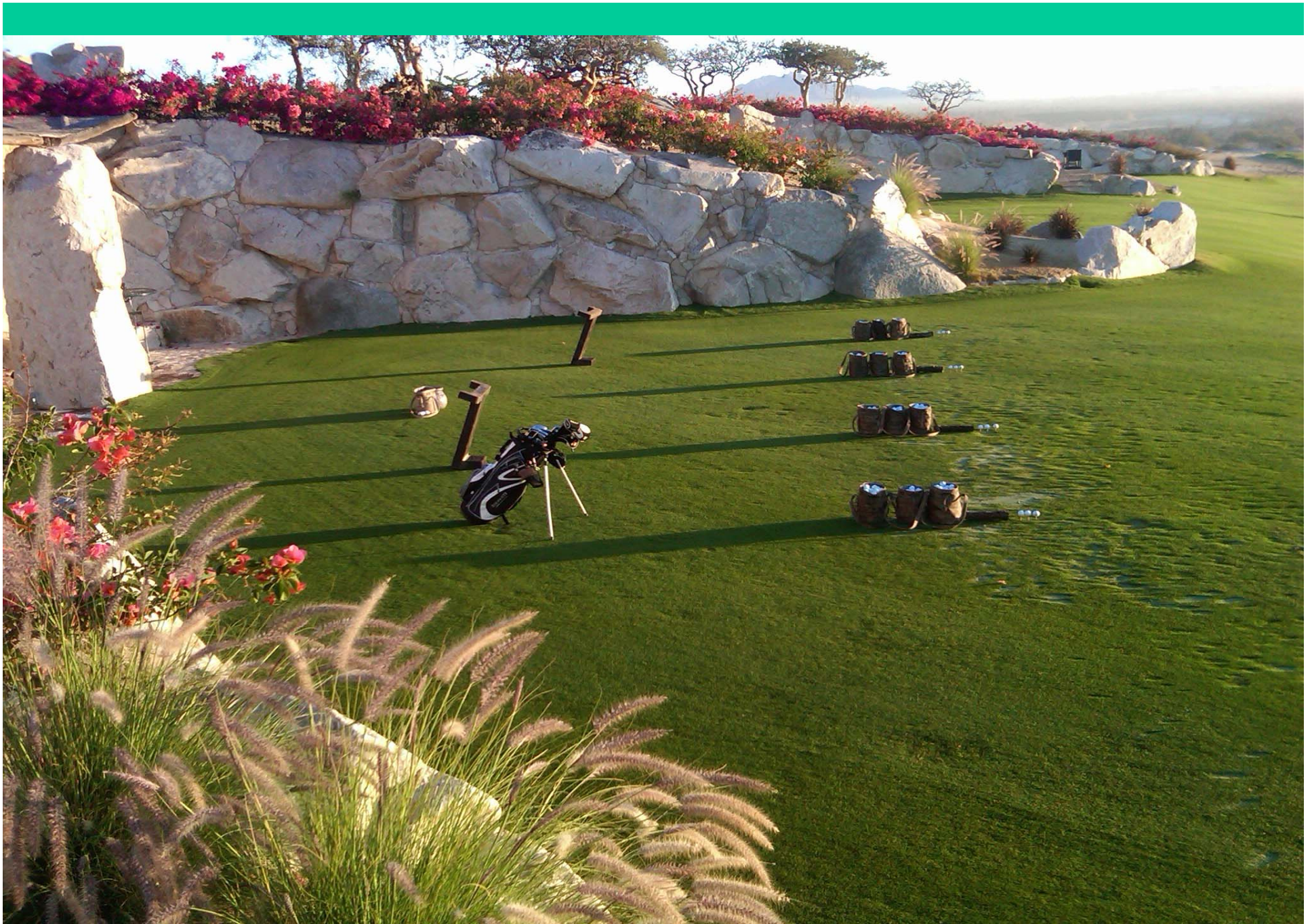








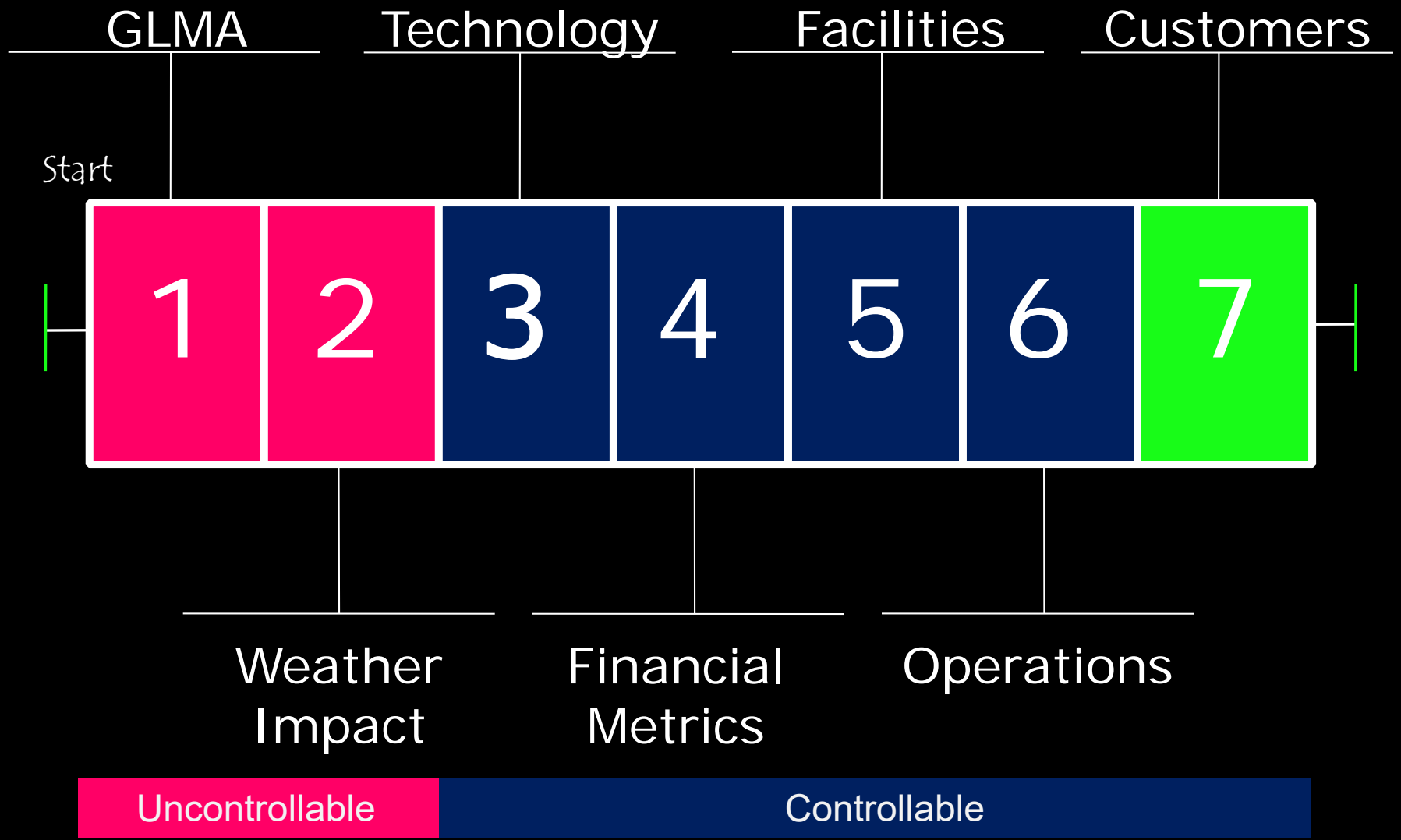






# HAESLEY STYLE







# 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





# HALO

美影秀秀ios版制作

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*

800 Radio Road  
Charlotte, NC 28216  
(704) 236-3921 (cell)  
(866) 552-9988 (fax)

[dratcliffe@earthlink.net](mailto: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](mailto:jim@satxgolf.com) - Email  
(210) 853-2261 Office  
(210) 268-5110 Cell



# Does the Process Work?

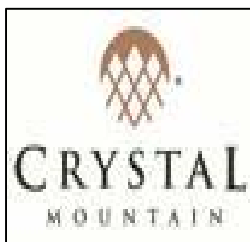
## Participant Response

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  
p: 231.378.2000 x4001  
f: 231.378.4757  
e: [braddean@crystalmountain.com](mailto:braddean@crystalmountain.com)

Crystal Mountain  
12500 Crystal Mountain Drive  
Thompsonville, MI 49683-9742  
[www.crystalmountain.com](http://www.crystalmountain.com)



# So, what does it all mean?



# DID YOU KNOW

Becoming a  
Winner

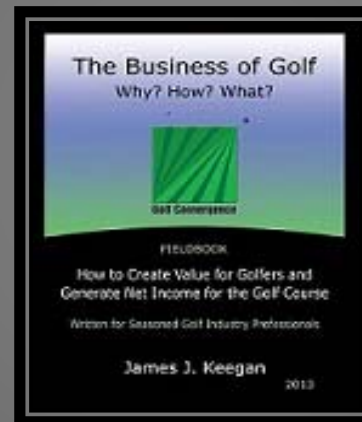


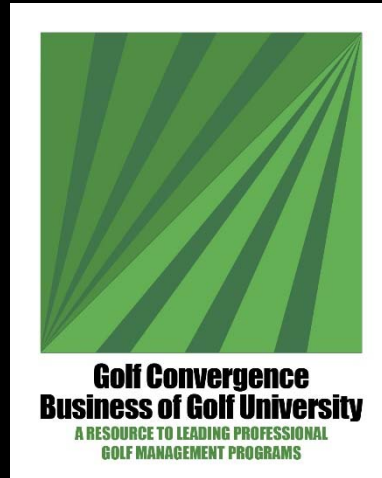


# Solution 1: Self - \$199.95 “Why50”

[www.golfconvergence.com](http://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](http://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](http://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](http://bit.ly/Xp0EKd)

Tweet to @golfconvergence

## 2015 Business of Golf University CLASS SCHEDULE



### 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



J. J. Keegan, Managing Principal  
4215 Morningstar Drive  
Castle Rock, CO 80108  
t 303-283-8880  
c 303-596-4015  
[jkeegan@golfconvergence.com](mailto:jkeegan@golfconvergence.com)