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EDUCATION  
CONFERENCE

TRADE SHOW

GCSAA GOLF  
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## GCSAA EDUCATION CONFERENCE



The GCSAA Education Conference is the largest education event in the industry and covers all aspects of golf course management, including agronomics, environmental management, communication and business management. The upcoming event will feature a total of 84 seminars, including 26 new seminars joining the line up, as well as a variety of new education sessions and the always popular education on the trade show floor.



# 7 Practical Steps to Increase the Investment Return of Your Public Course

February 23, 2015

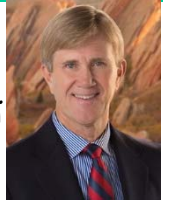


J.J. Keegan, Managing Principal





# 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, Play Golf Calgary, Talking Stick Resort, Trilogy
- ◆ Memberships: **CMAA** –inactive (305 hours), NGF, GCSAA
- ◆ Speaker: NGCOA – Canada, Clemson PGM, NGCOA, GCSAA, NRPA, Wisconsin PGA
- ◆ 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 Exacerbate the Problem? A Basic Primer**” – 16 countries, 4,400+ copies sold, 15 Colleges and Universities
- ◆ Author: “**Why Exacerbate the Problem? A Basic Primer**” – 16 countries, 4,400+ copies sold, 15 Colleges and Universities  
 Panelist: Golf Magazine Top 100 Golf Courses in the World



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

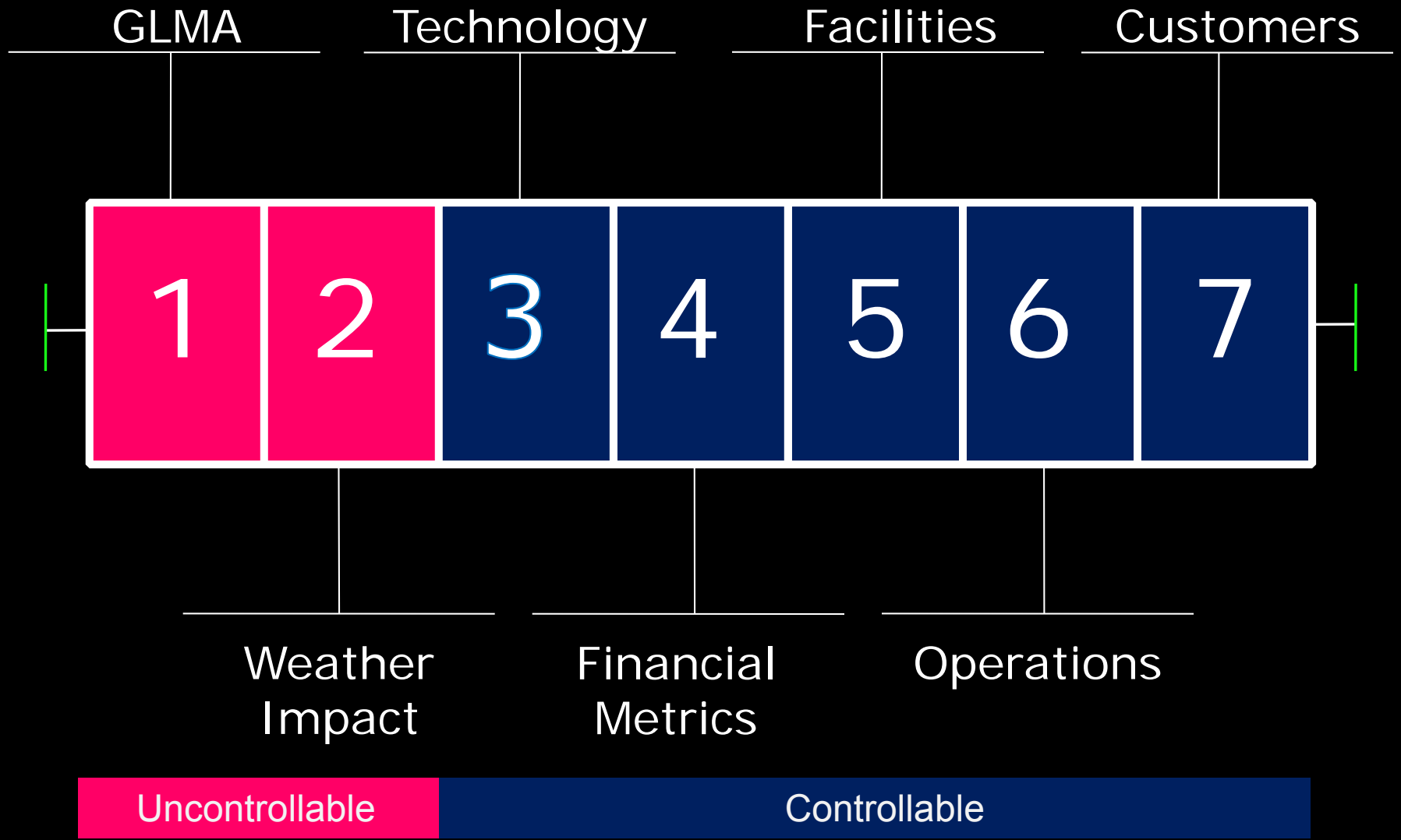


## Heuristic ([/hjʊˈrɪstɪk/](#); [Greek](#): "Εὕρισκω", "find" or "discover")

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.







## STRATEGIC TEMPLATES

<b>0</b>	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.
<b>1</b>	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.
<b>1</b>	Vision – Private Golf Course	PowerPoint	Entry	Promises versus performance. This templates helps a <b>private club</b> determine if its brand promise is at the platinum (5-star), gold (4-star), silver (3-star, bronze (2-star) or steel (1-star).
<b>1</b>	Vision – Public Golf Course	PowerPoint	Entry	Promises versus performance. This template helps a <b>public course</b> (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).
<b>2</b>	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 <b>daily fee or a municipal</b> golf course can be forecast based on <b>60 controllable</b> 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 <b>resort</b> can be forecast based on <b>75 controllable variables</b> . 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 <b>private club</b> can be forecast based on <b>50 controllable variables</b> . 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.

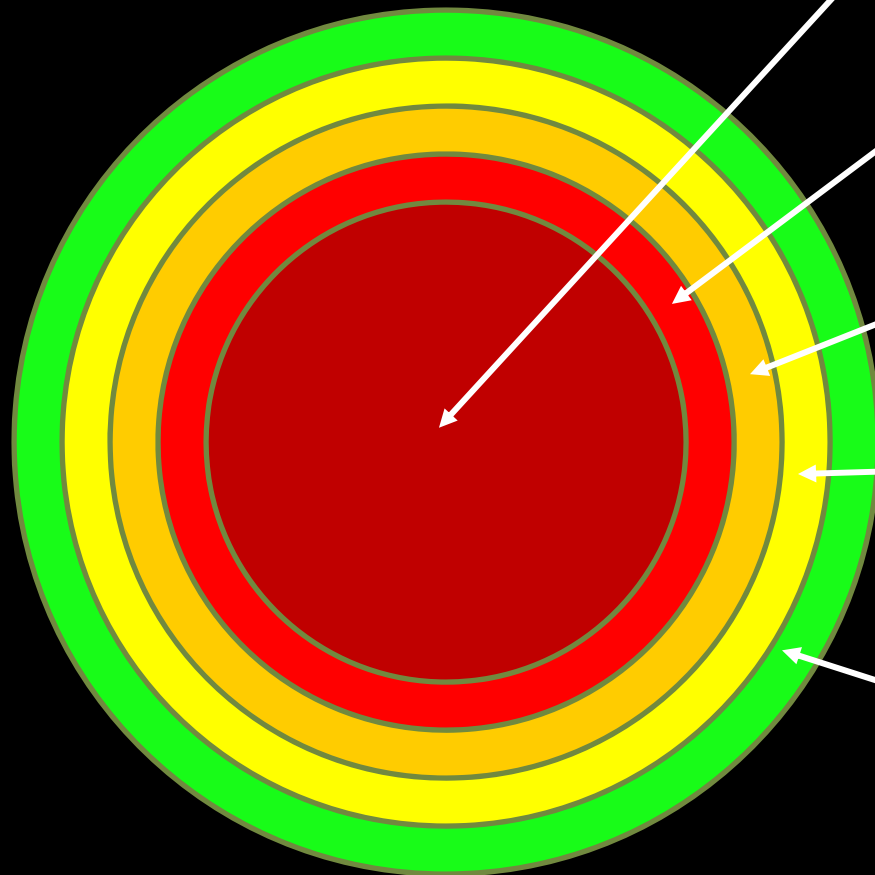
Observation #6 - Capital reserves are underfunded.

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

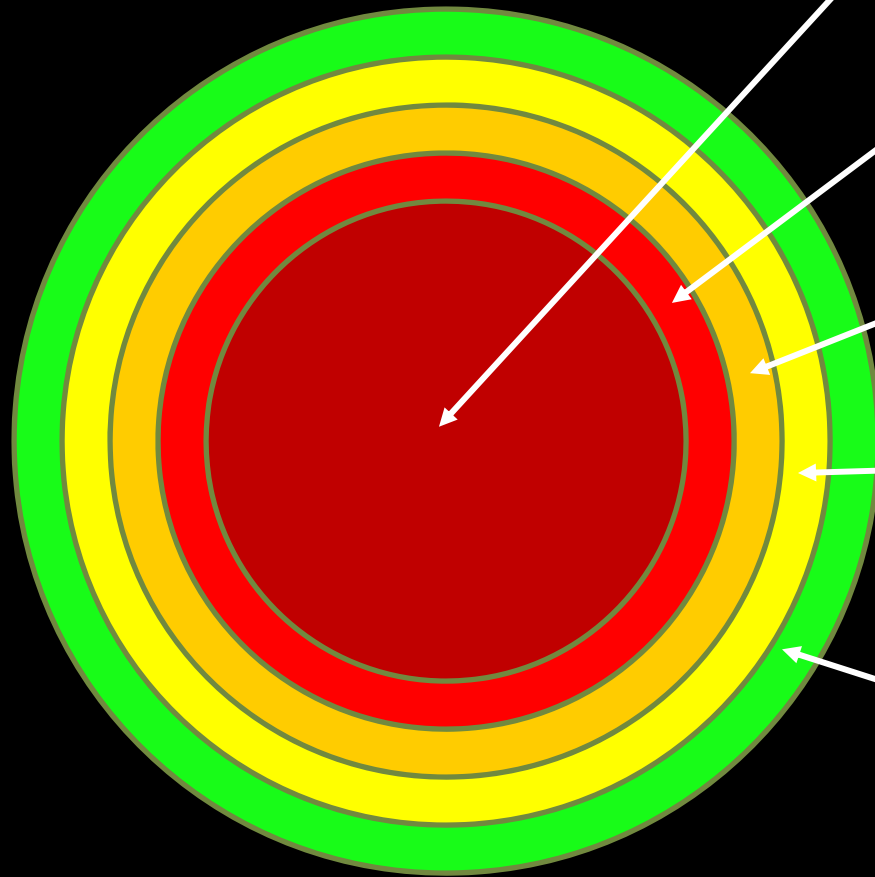
Strategic, Conditioning, Slope Rating >  
125, +50 Bunkers

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

Ambience: Ocean, Mountain, Amenities,  
Clubhouse, Championships



# 80%



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

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Turf Texture: Bent Grass Greens, Fairway,  
Tees ; Short Game Facility, Grass Tee  
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Ambience: Ocean, Mountain, Amenities,  
Clubhouse, Championships



**Value = Experience - Price**





# Experience > Price

A close-up photograph of a white golf ball resting on a lush green lawn. The ball is the central focus, with its dimpled texture clearly visible. The grass blades are vibrant green and slightly out of focus in the background, creating a sense of depth.

Financial Prosperity





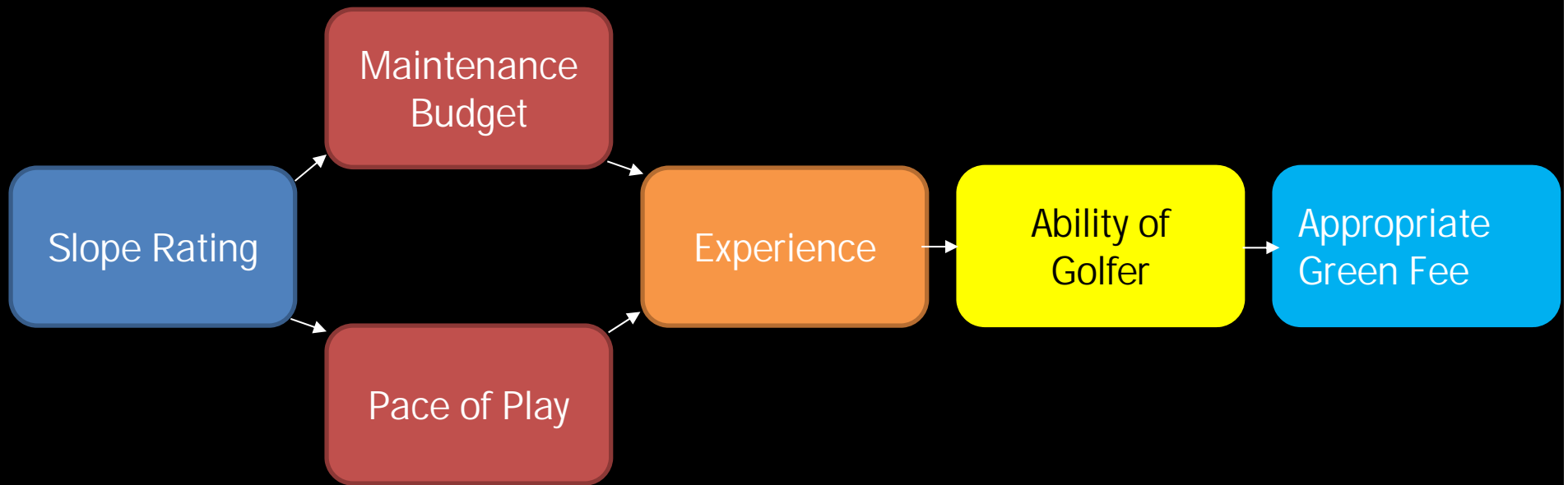


**Price > Experience**

**May you rest in peace**



**Experience = Net Income + Capital Invt.**



# Green Fee Should Equal

.0001% of Maintenance Budget

Average Municipal Budget \$450,000

Average Green Fee = \$45



# Green Fee Should Equal

.00084% of Median Household Income

Average Median Household Income:  
\$53,214

Average Green Fee: \$45.05



**So, what does it all mean?**





Office Depot

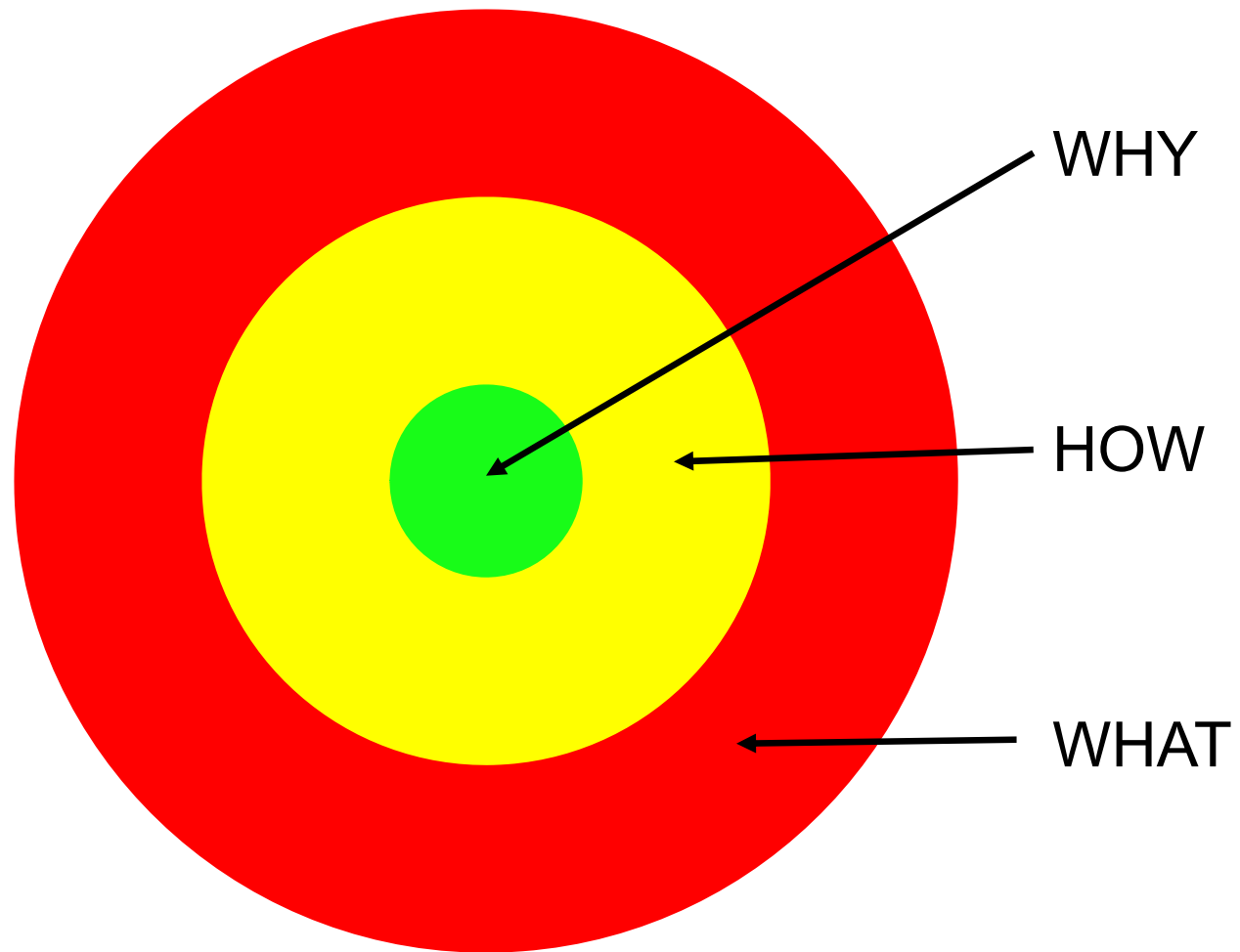
SIMONSINEK



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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.



GLMA

Technology

Facilities

Customers



Weather  
Impact

Financial  
Metrics

Operations

Uncontrollable

Controllable



1

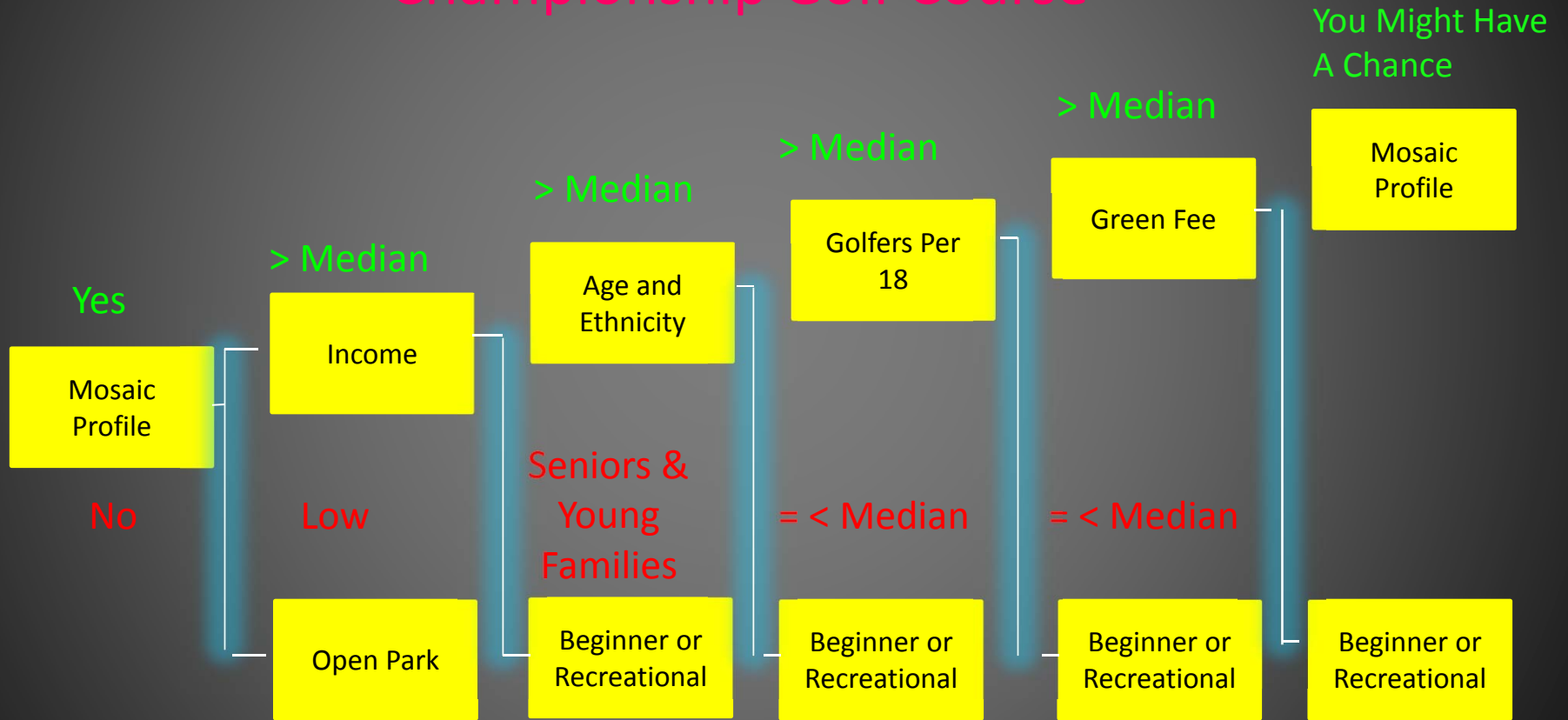
# Six Numbers Define the Potential of Your Golf Facility





# The Critical Path

## The Barriers to A Fiscally Sustainable Championship Golf Course



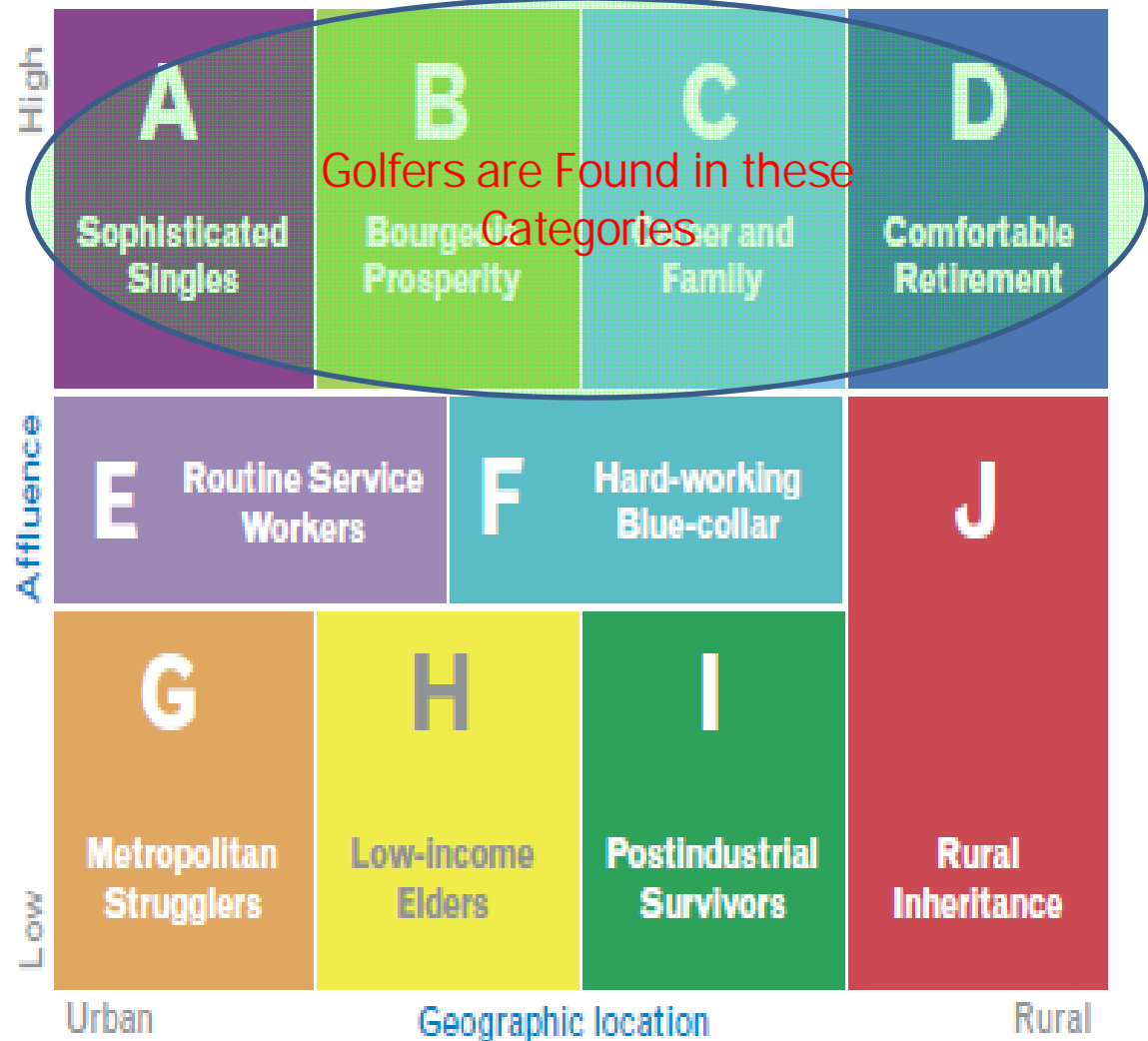


## Mosaic Global

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.



	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



GLMA

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Weather  
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Uncontrollable

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

## 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.

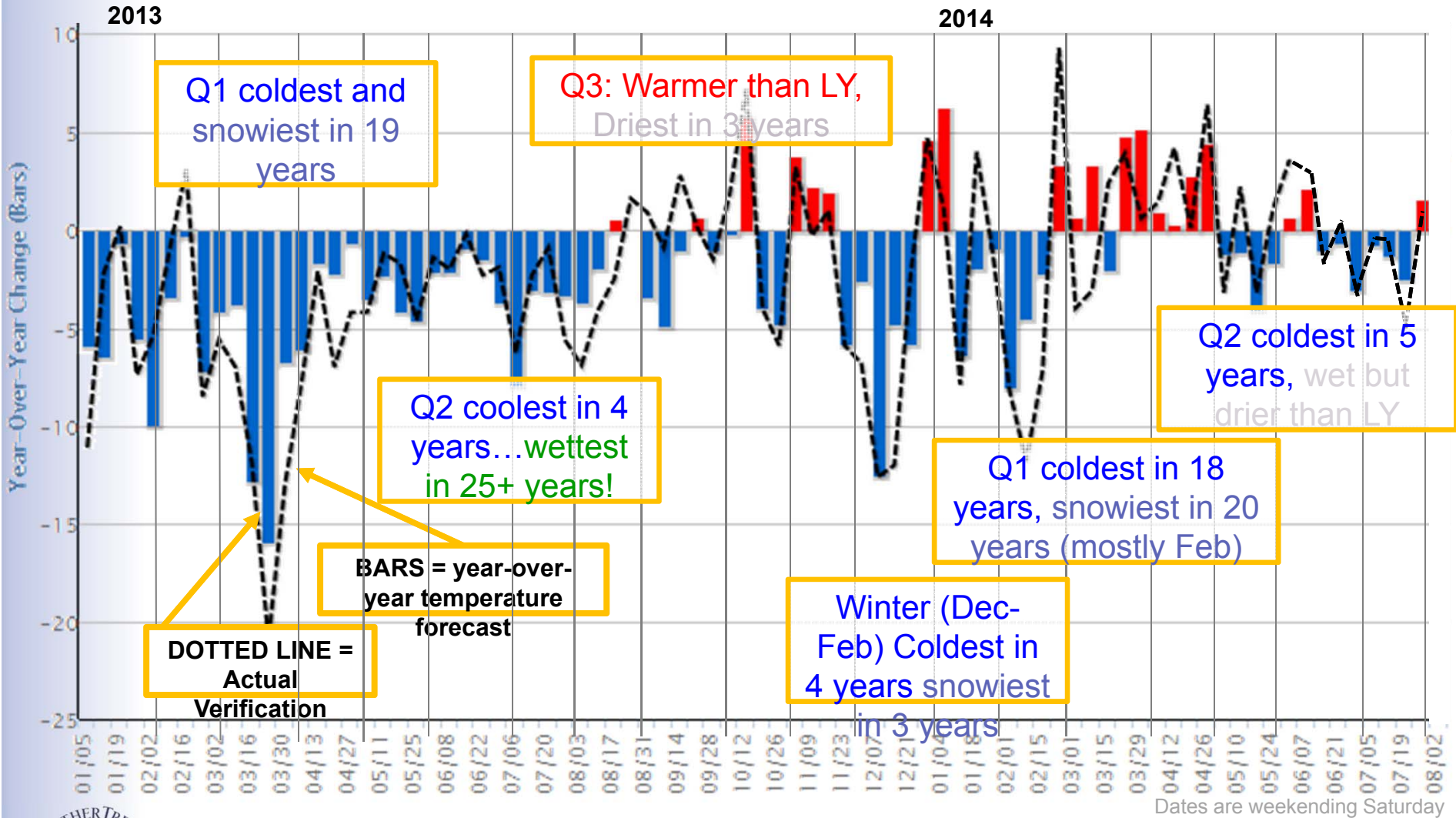
Learn how to become PROACTIVE vs REACTIVE with the weather in every phase of your business - how much inventory to buy/produce, where to allocate more/less, when to run weather-optimized advertising/marketing campaigns - weathertrends360 can help you determine all of this in minutes!

## Companies who depend on weathertrends360





# 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

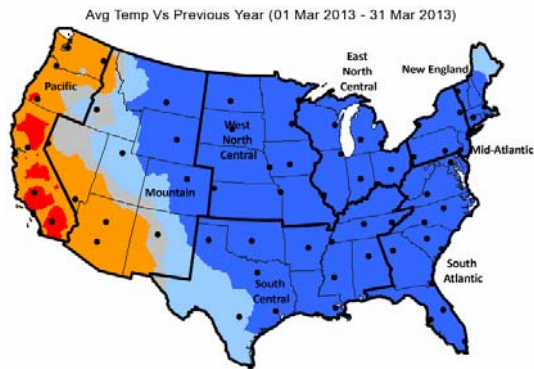




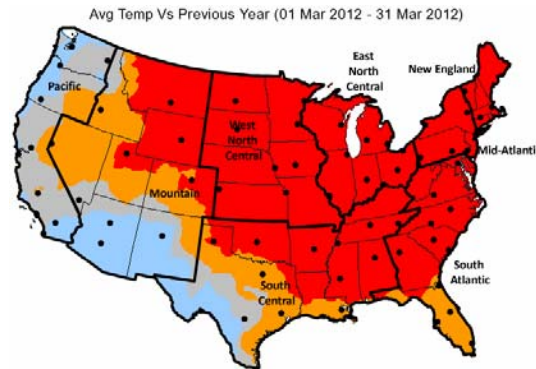
# Volatile Weather = MAJOR BUSINESS RISK!

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

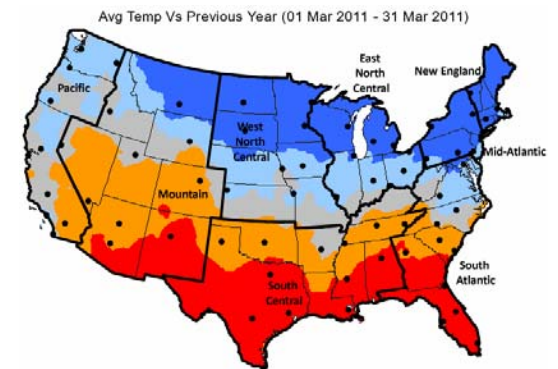
2013



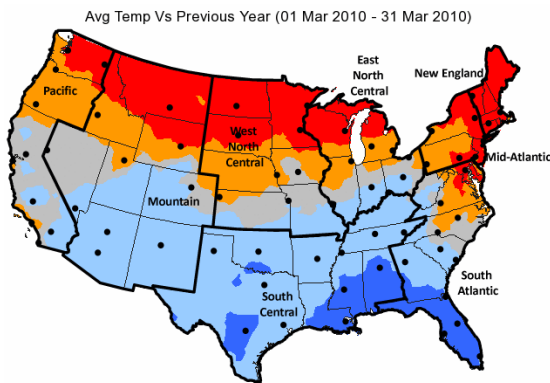
2012



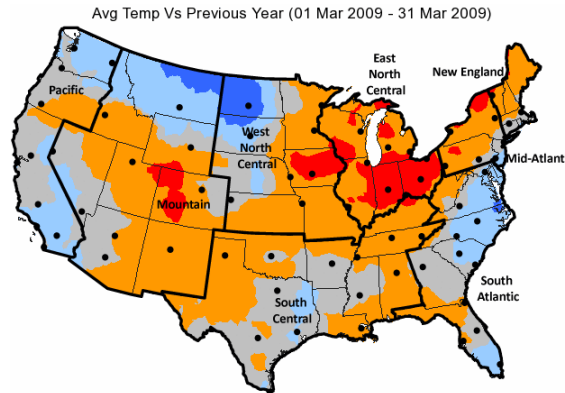
2011



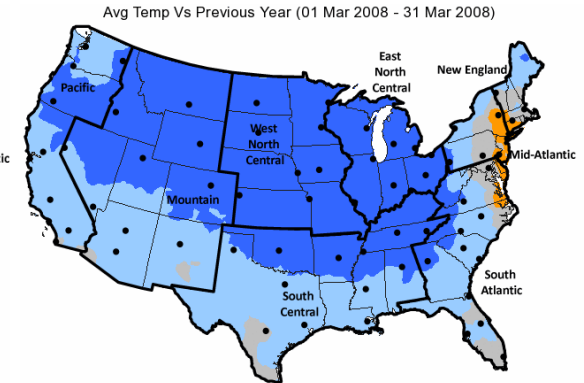
2010



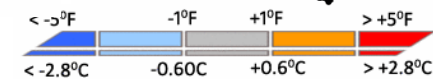
2009



2008

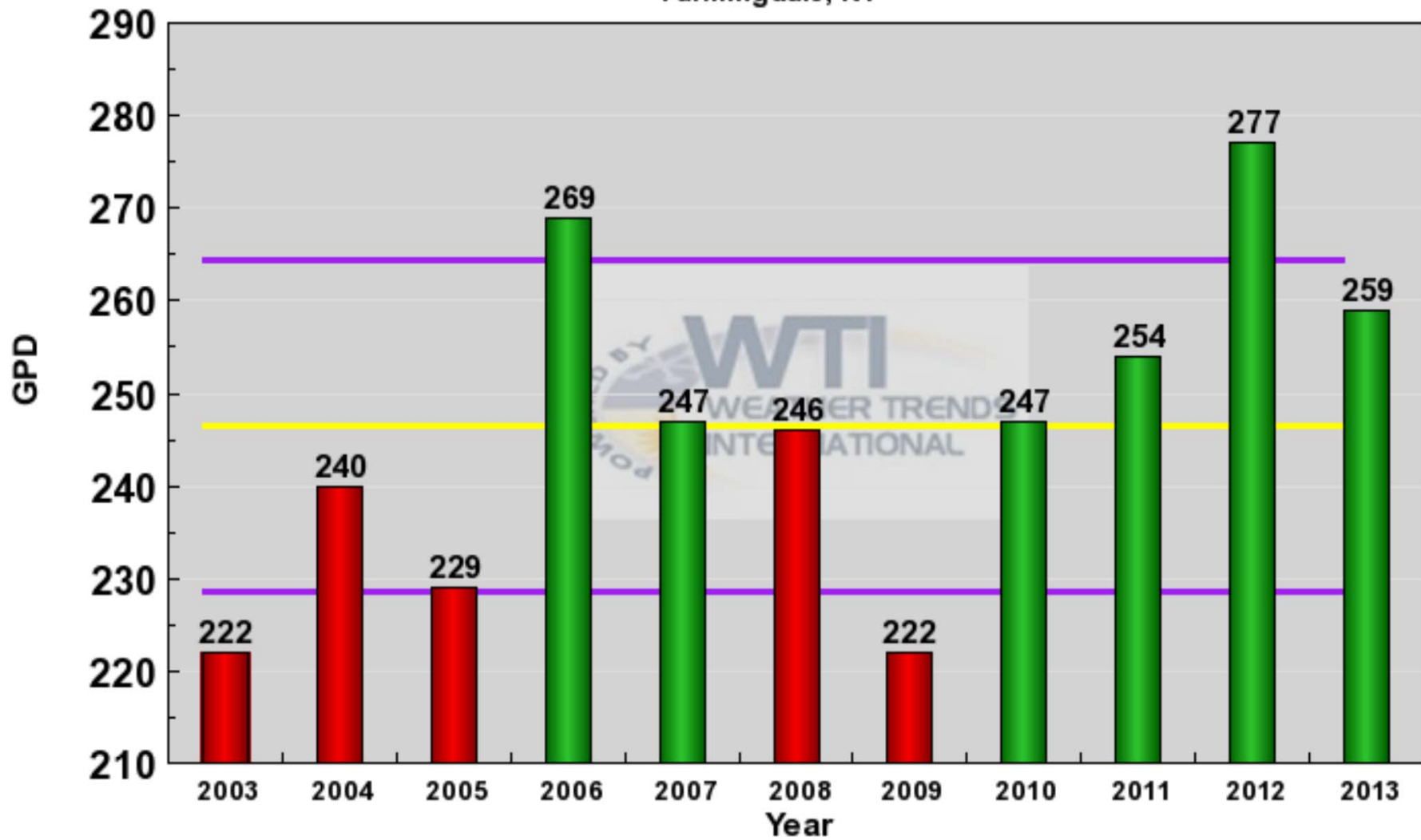


**Note:** Maps shown are March year-over-year temperatures. If the weather is identical, the maps would be grey which happens about 15% of the time or less.



# Golf Playable Days

Farmingdale, NY



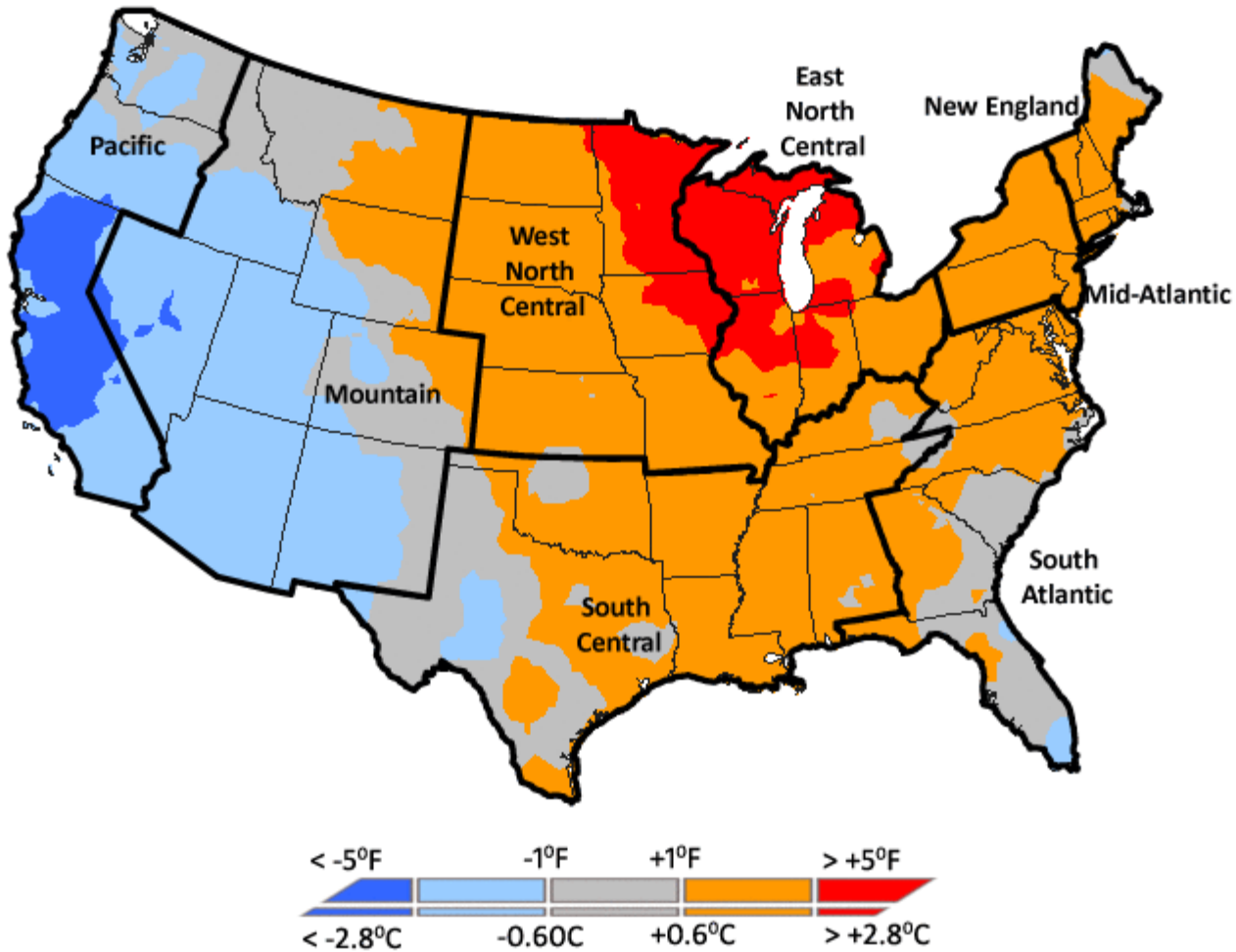
Course	Golf Playable Rounds	Departure From Average	REVPAR	Revenue Exposure
Week 1 ( Starting 2014-09-15)				
Arlington Ridge	1,408	-123		
Balcones	1,760	65		
Bay Hill	1,888	122		
Buffalo	1,632	76		
Columbus	1,760	73		
Dallas	1,696	115		
Dublin	1,728	97		
Eagle Landing	1,216	-290		
Eagle Ridge	1,792	313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

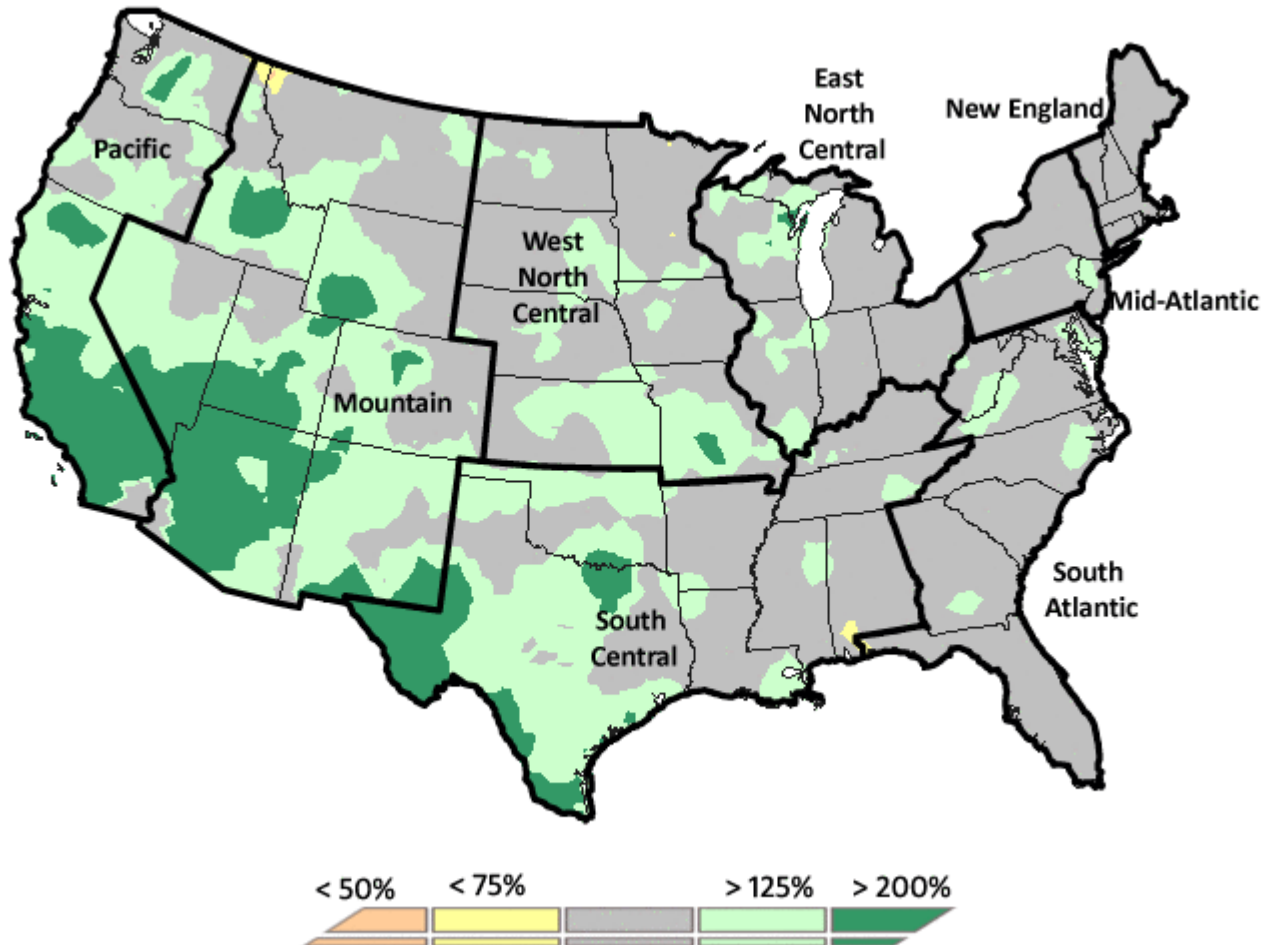


Copyright © 2014 Weather Trends International



# 2015 Year-Ahead Forecast

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

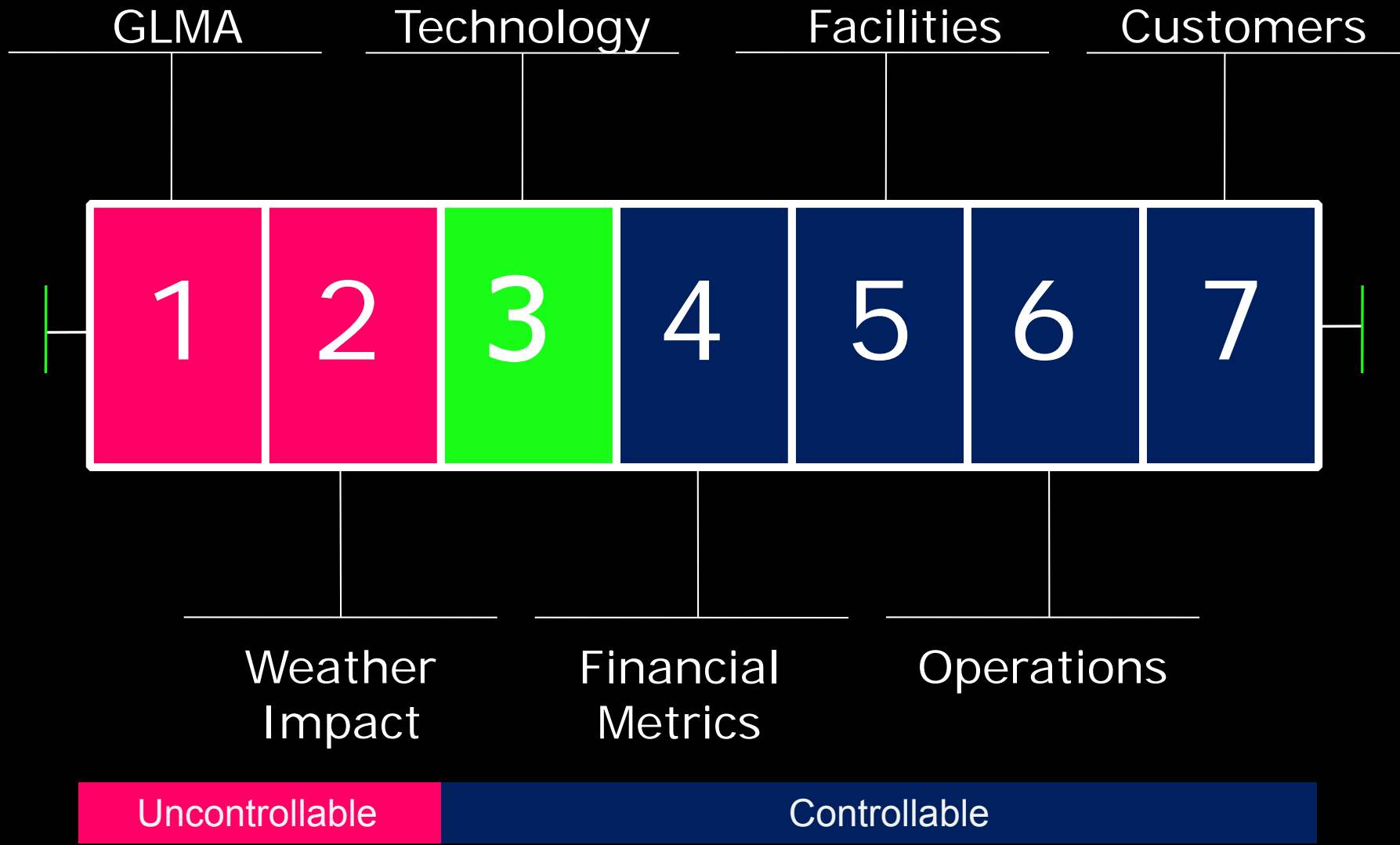




Controllable

DID YOU  
KNOW



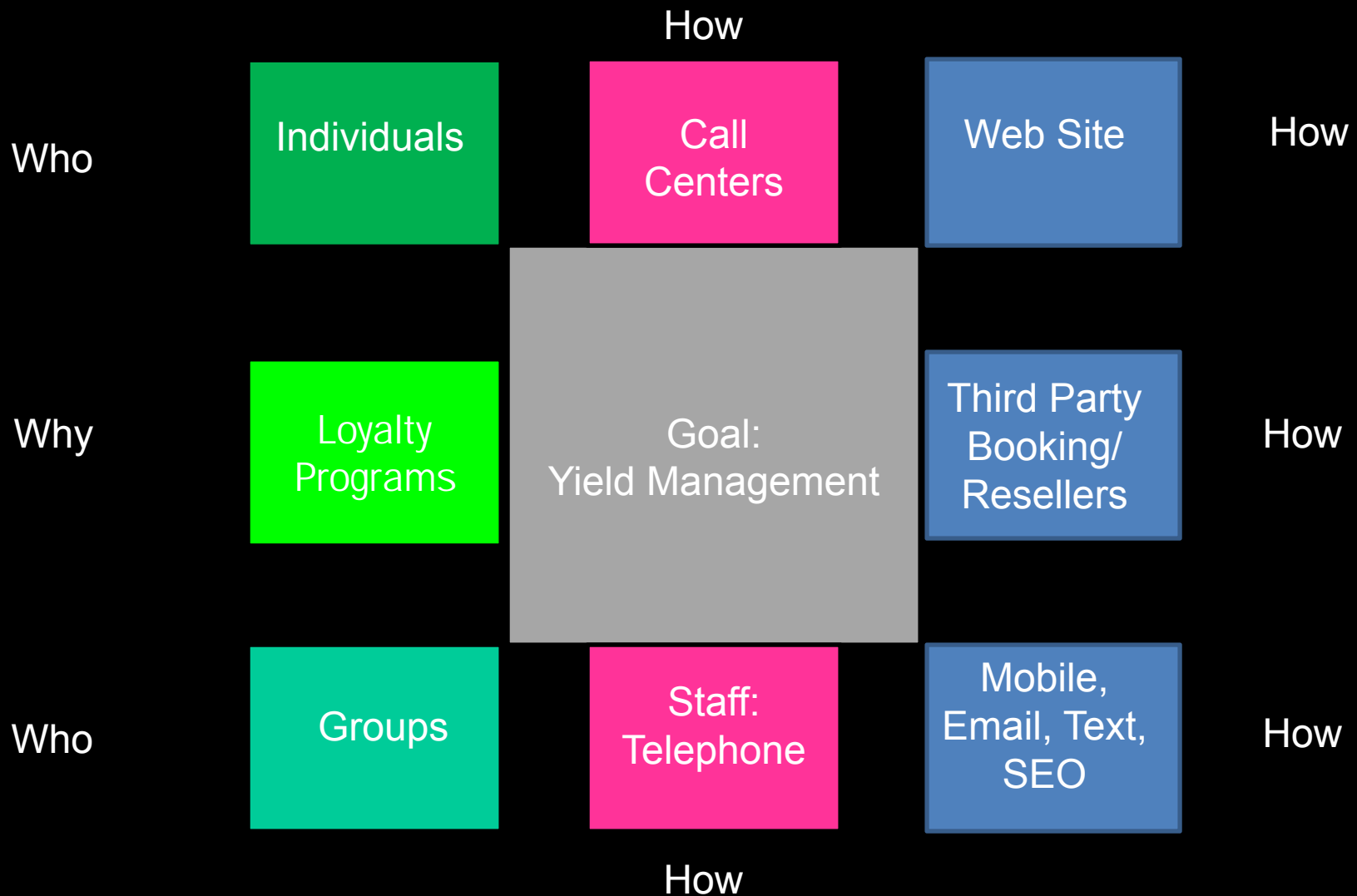


# 3

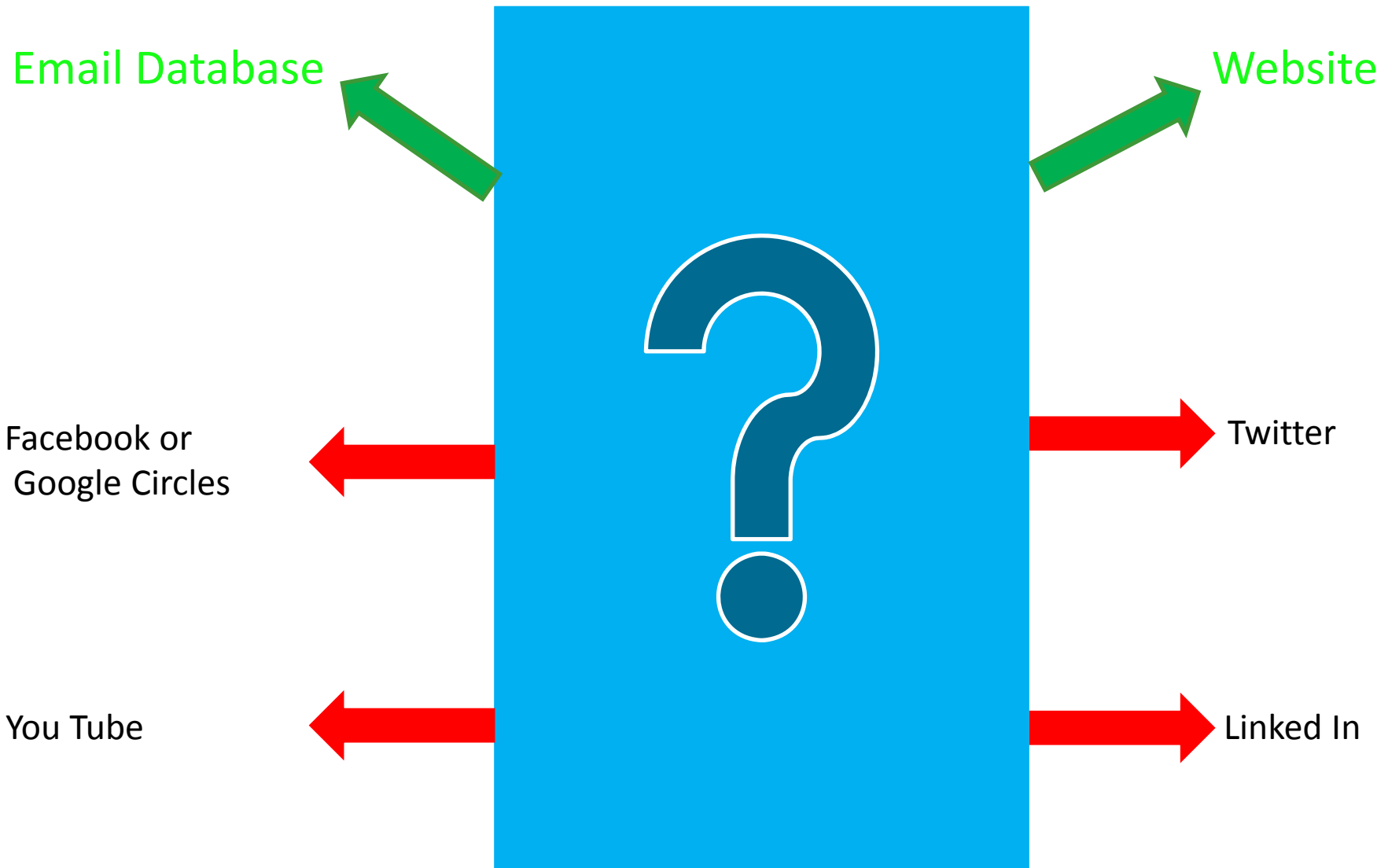
Technology is underutilized by nearly all golf courses. The web site design of 98% of all golf courses is poor; thus yield per round is not optimized.



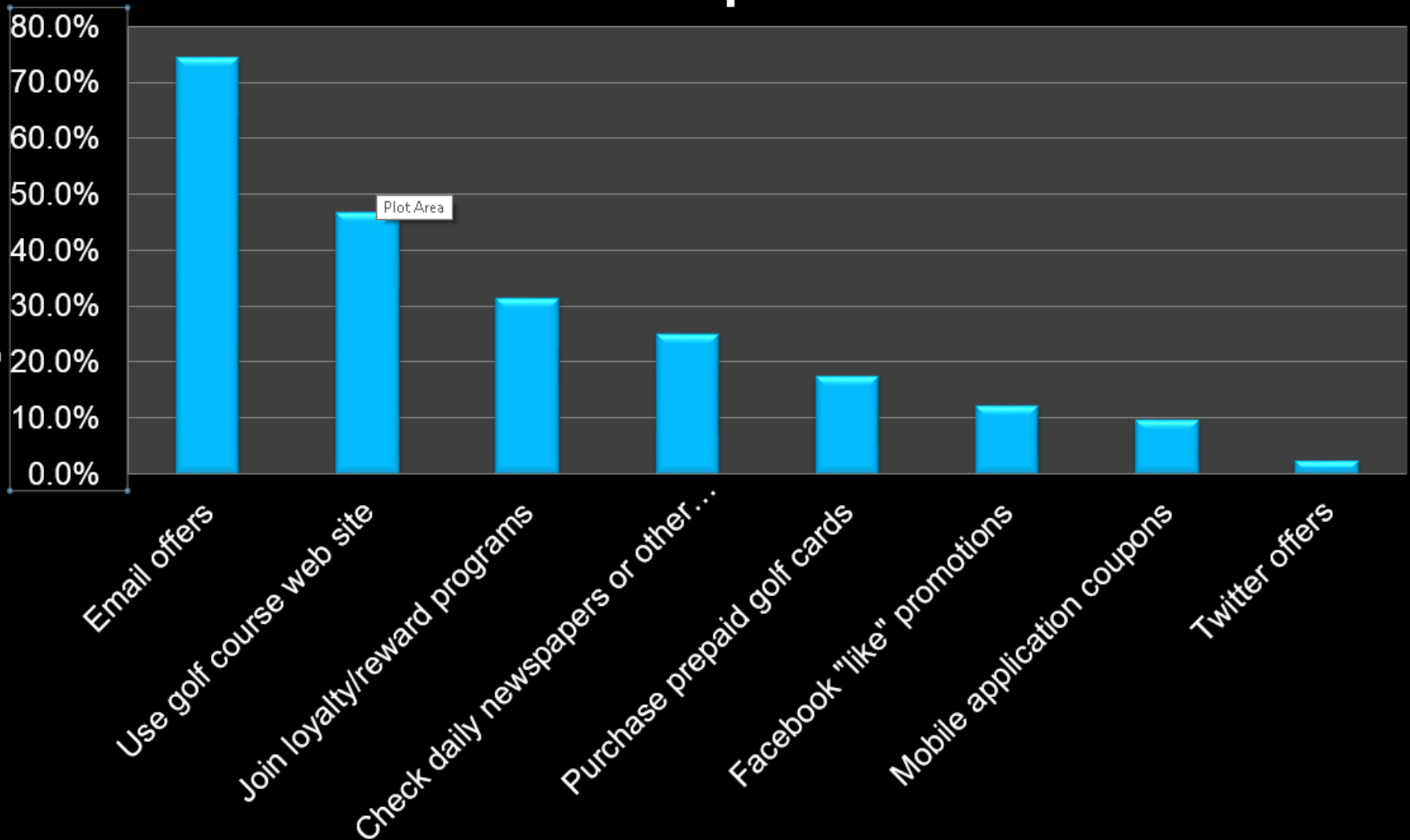
# Numerous Channels to Book Revenue



# Marketing Options Are Clear

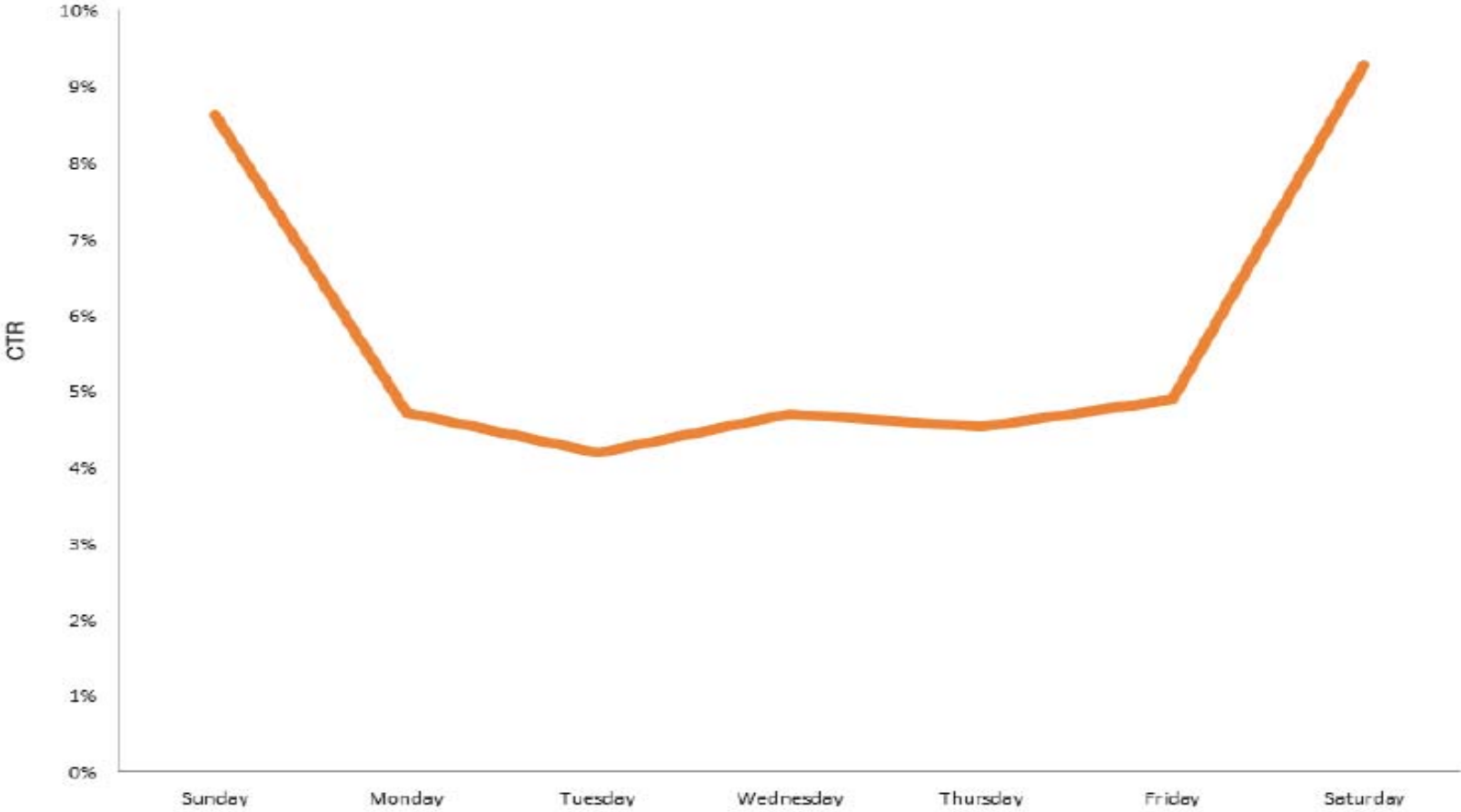


# To Learn About the Course & Specials





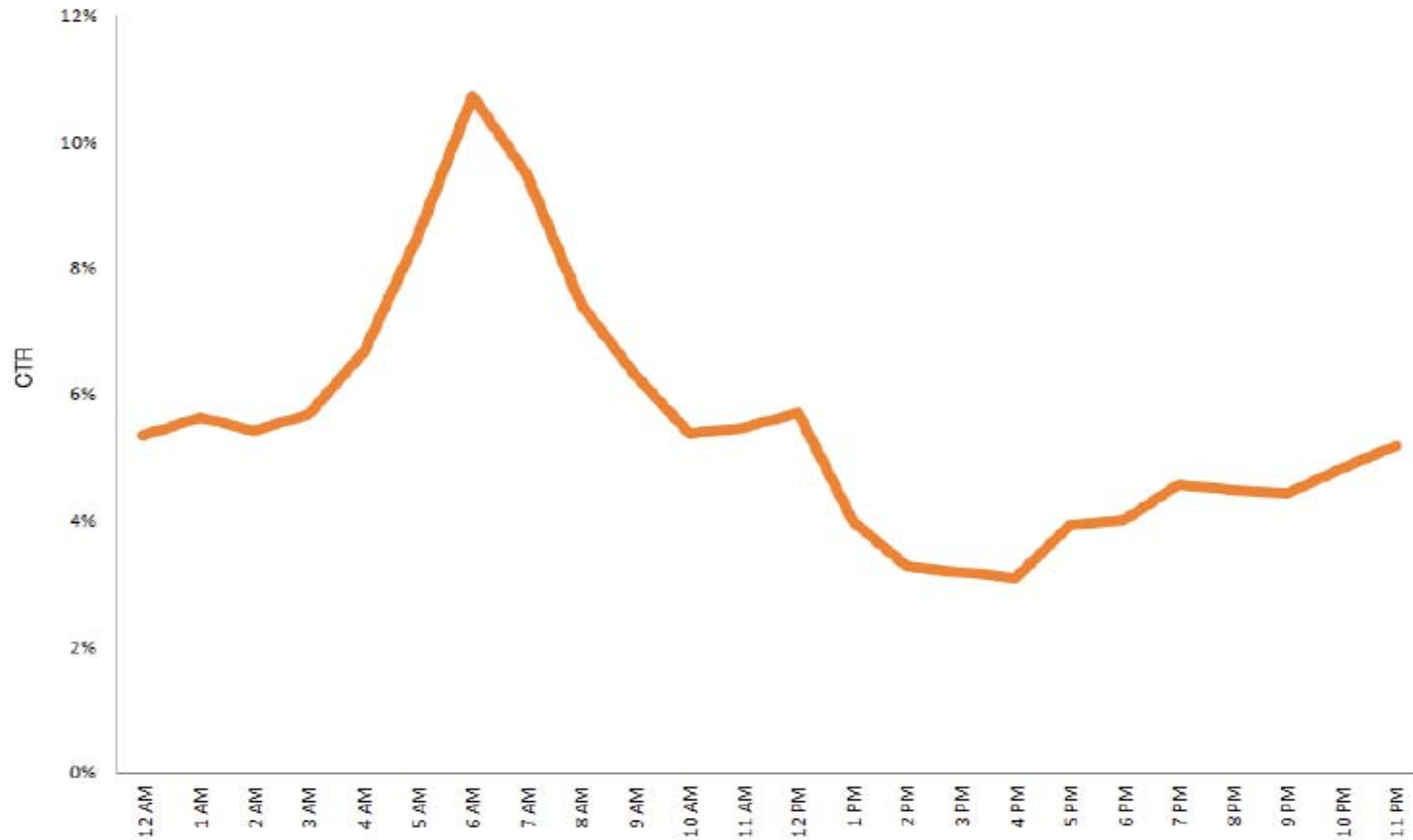
# Effect of Day-of-Week on Clickthrough Rate



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:****

<h2>Step 1</h2> <p>Create an Account</p>	<h2>Step 2</h2> <p>Book your Tee Times</p>	<h2>Step 3</h2> <p>Manage your Tee Times</p>
<ul style="list-style-type: none"> <li>• Click on <a href="#">Register</a></li> <li>• Fill out form</li> <li>• Submit form</li> <li>• Credit Card will be used to hold Reservations</li> </ul> <p>Do not follow this step if you purchased a subscription to the Tee Time Reservation Service. Go directly to Step 2.</p>	<ul style="list-style-type: none"> <li>• Click on <a href="#">Reserve</a></li> <li>• Log In</li> <li>• Book your tee times</li> </ul> <p><b>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.</b></p>	<ul style="list-style-type: none"> <li>• Click on <a href="#">Modify / Cancel</a></li> <li>• No-Show No-Call may be charged a fee</li> </ul> <p>After reserving a tee time you will receive an email confirmation to be kept for your records.</p>

**[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](#)



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:

Return Date & Time:

3 Please Select an Age 

Rental Car Type: 

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 [>>](#)



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

MARRIOTT

**The unexpected bonus**  
Earn big – really big – with stays worldwide.  
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Hutchinson Island Mar

**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 Check-out date

(mm/dd/yy) (mm/dd/yy)

No. of rooms Guests/room

Marriott Rewards number

\*\*\*\*\*600

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

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Hotels by Brand

Advanced search **Find**

Explore cocktails, 50 & more at 7

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Each day like no other day

MARRIOTT BEACH RESORT

**\$50 OFF**  
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**Marriott NEWS CENTER**

**50,000 POINTS**  
PLUS ANNUAL FREE NIGHT

Explore Our Brands

ICONIC LUXURY	LUXURY	LIFESTYLE   COLLECTIONS	SIGNATURE	MODERN ESSENTIALS	EXTENDED STAY	DESTINATION ENTERTAINMENT
BVLGARI® HOTELS & RESORTS	JW MARRIOTT.	EDITION™	MARRIOTT	COURTYARD®	Residence Inn™	GAYLORD HOTELS®
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®	







**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: Offer Code (optional):  
 1 Children

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**

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**

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[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**

Earn 2,000 miles while you shape up this summer.

[Join now >](#)





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RESERVATIONS 888.427.6678

- GOLF OFFERS
- COURSES
- TEE TIMES
- STAY & PLAY PACKAGES
- GROUPS
- WEDDINGS
- PLAYER SERVICES
- COMPANY

### TEE TIME RESERVATIONS

Course:

Date:

Time:

Players:

[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](#)

#### Breaking News

We just read the latest review of [www.calgarygolfblog.com](http://www.calgarygolfblog.com). Check <http://www.calgarygolfblog.com/golf-course-review-the-links-of-1>



#### Join Our E-Club

First Name:

Last Name:

Phone:

Email:

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



Thu 11/20/2014 6:26 AM

Website Tracking Daily Email <reports@visistat.com>

VisiStat - Daily Summary ([www.golfconvergence.com](http://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.

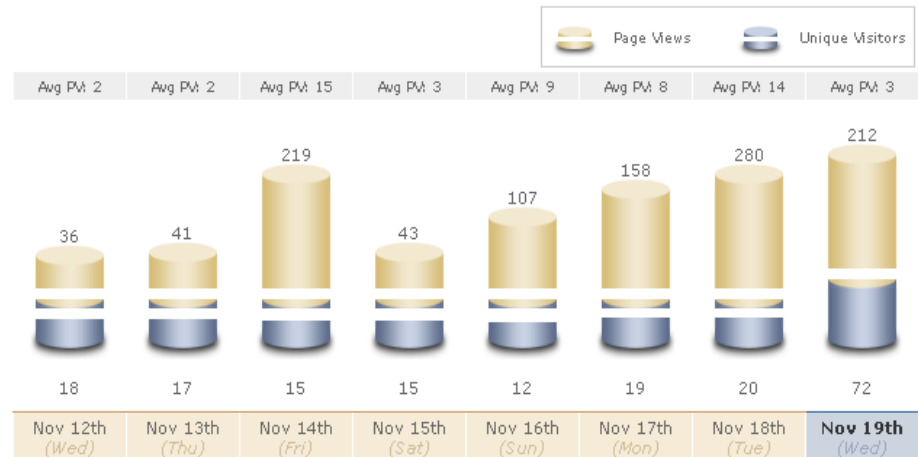


Log-in

Web Analytics Overview for [www.golfconvergence.com](http://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

Pane Name	Views
-----------	-------





Analytics **Leads** (17) Conversions (0) Forms (0) Pulse@ Settings

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

Learning Center *i*

**Admin Live Leads** Orientation:

Sign out of LinkedIn ses  Apply Filters <sup>0</sup>

[ 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: 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 <sup>0</sup>

**Location:** Minneapolis, Minnesota (United States)

**2 IP/Identity:** akattreh@edinamn.gov - (156.142.79.2) Return Visitor - They were last on your Website on Oct 21, 2014 at 8:31am.

**Landing Page:** www.golfconvergence.com (Home Page)

**Watchlist:** This company is not currently on a Watchlist. [Add To Watchlist](#)

**Engagement:**

Page Views: 8

Last Activity: **13 Minutes Ago**


























Past Visits: 1

Score: 50

LeadTicker@

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

September 24 2014 **Go**

	Visit Time	IP Address/Identity	Views	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



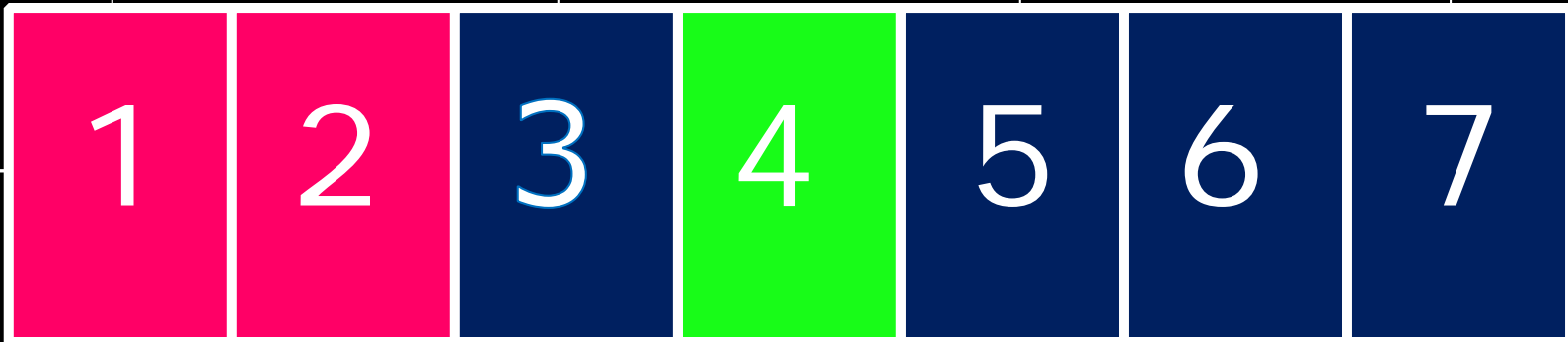


GLMA

Technology

Facilities

Customers



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%
<b>MUNICIPALITIES</b>				
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
<b>ALL GOLF COURSES</b>				
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**

<b>September 2014 Highlights</b>	<b>September 2014<sup>1</sup></b>	<b>September 2013<sup>1</sup></b>	<b>Change</b>	<b>% Change</b>
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>	\$201,208	\$201,965	↓	-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.

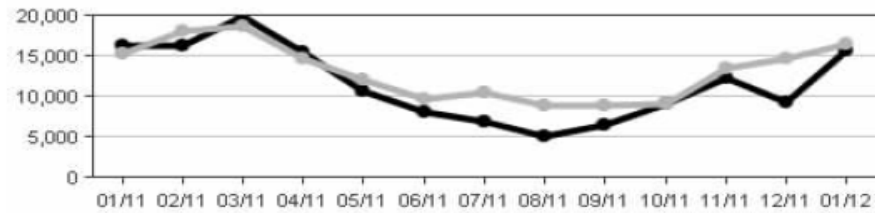


Period: 01/2012 - 01/2011  
 CGM: Florida: Southeast  
 Rate Set: \$76 - \$125  
 Facility: Your Facility Name

Color Legend  
Your Facility's Monthly Data  
Your CGM Comparative Data

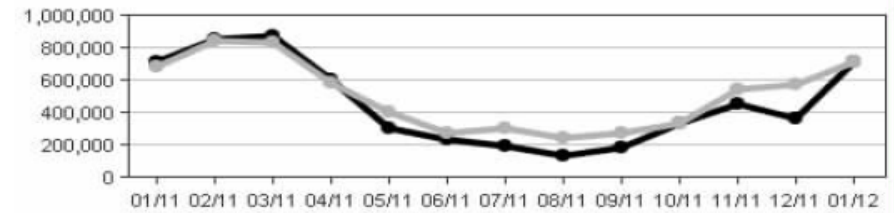
**Rounds Played**

	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	



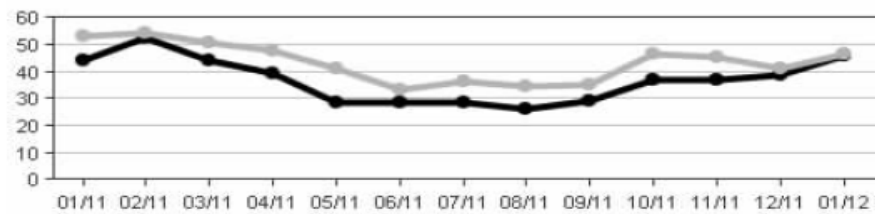
**Revenue**

	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	



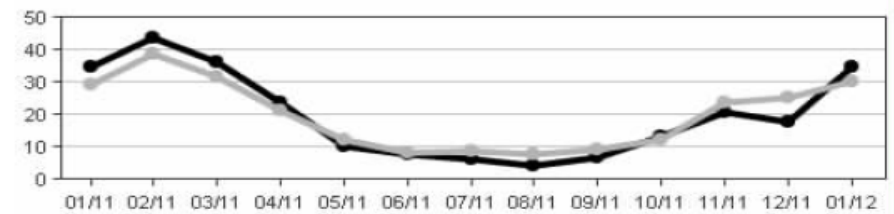
**RevPur (Revenue per Utilized Rounds)**

	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	

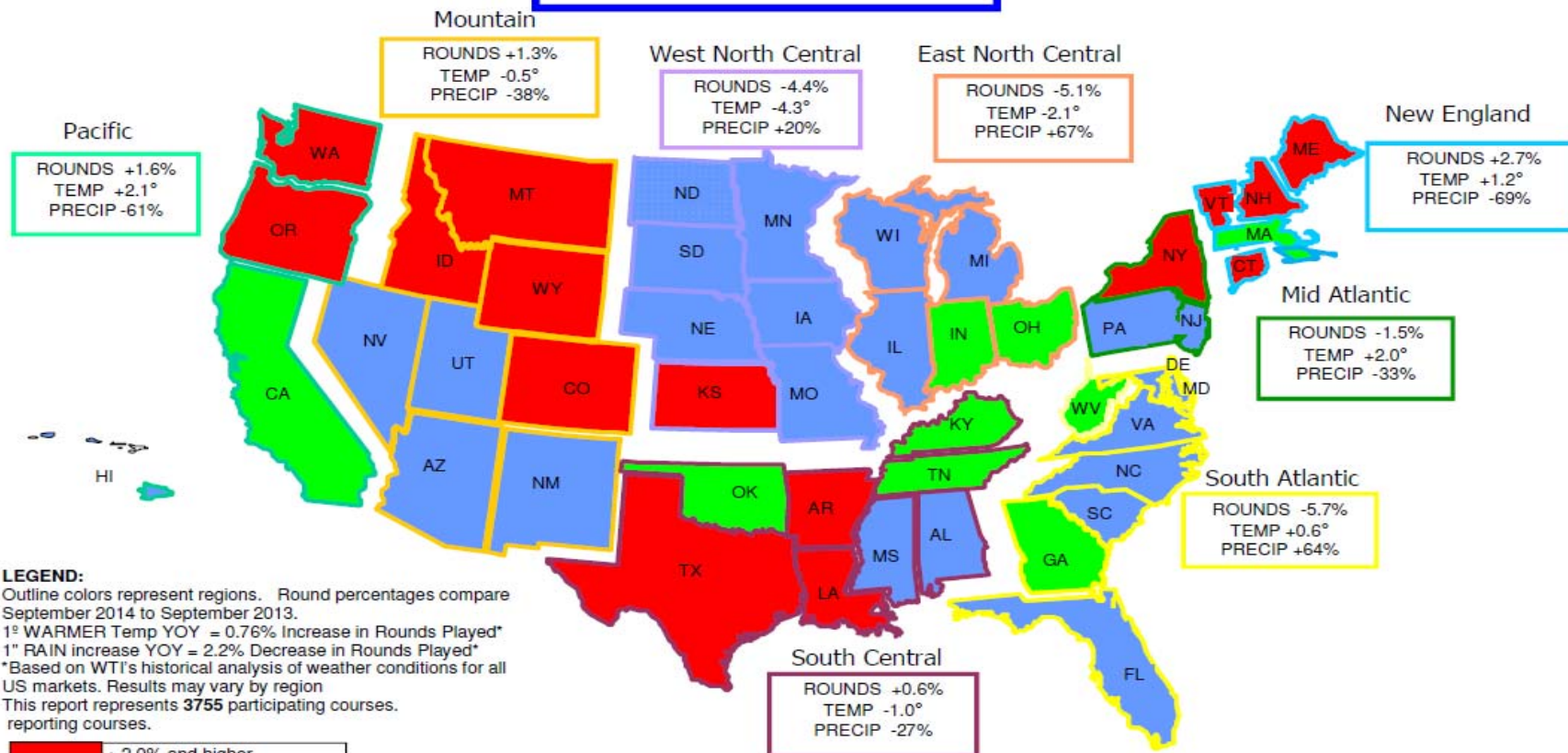


Notes:  
 1. YTD figures include results only for those facilities that have reported for all periods.



# NATIONAL GOLF ROUNDS PLAYED REPORT

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



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

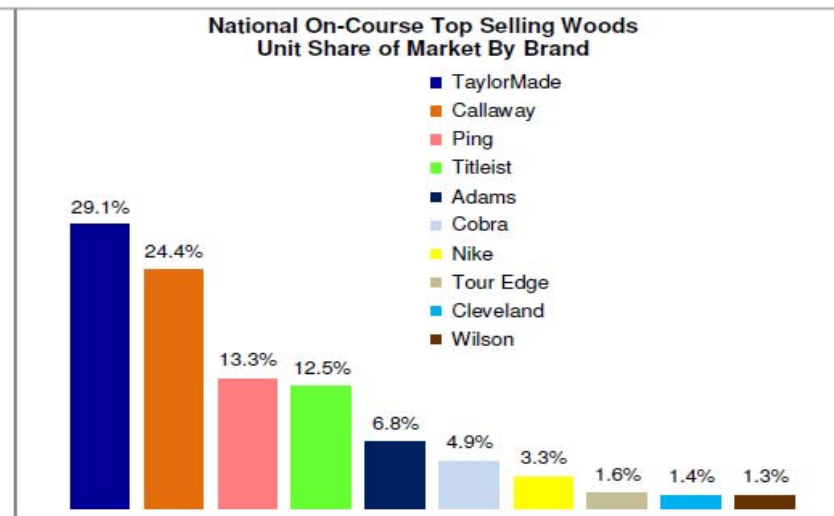
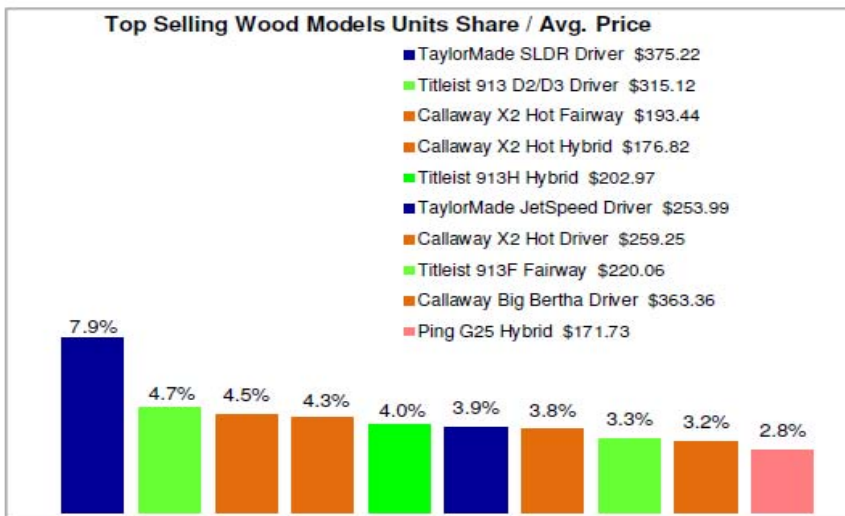
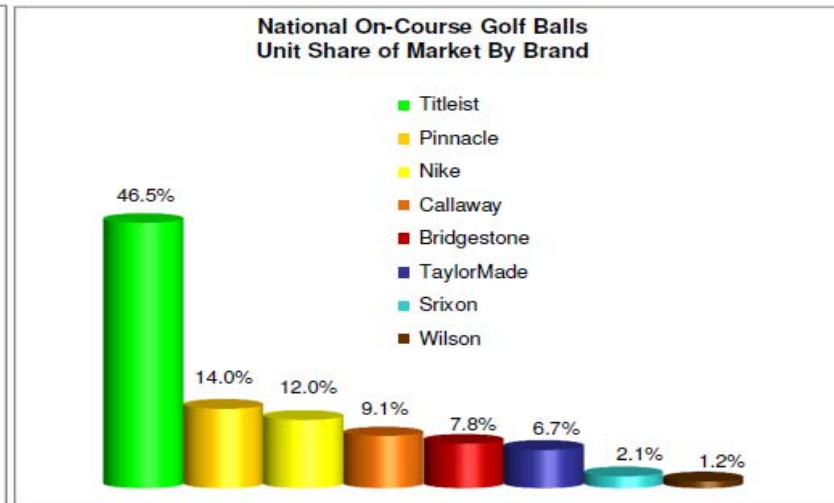
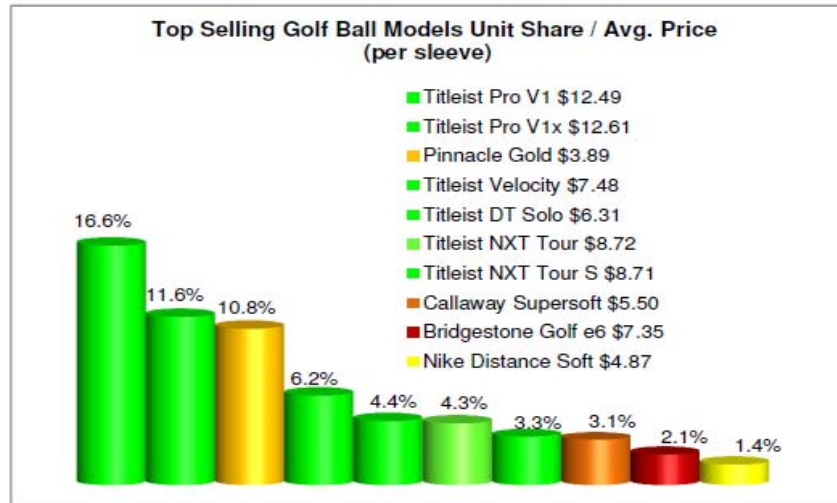
	+ 2.0% and higher
	between -1.9% and + 1.9%
	- 2.0% and lower



PGA PerformanceTrak in cooperation with NCGOA, 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.



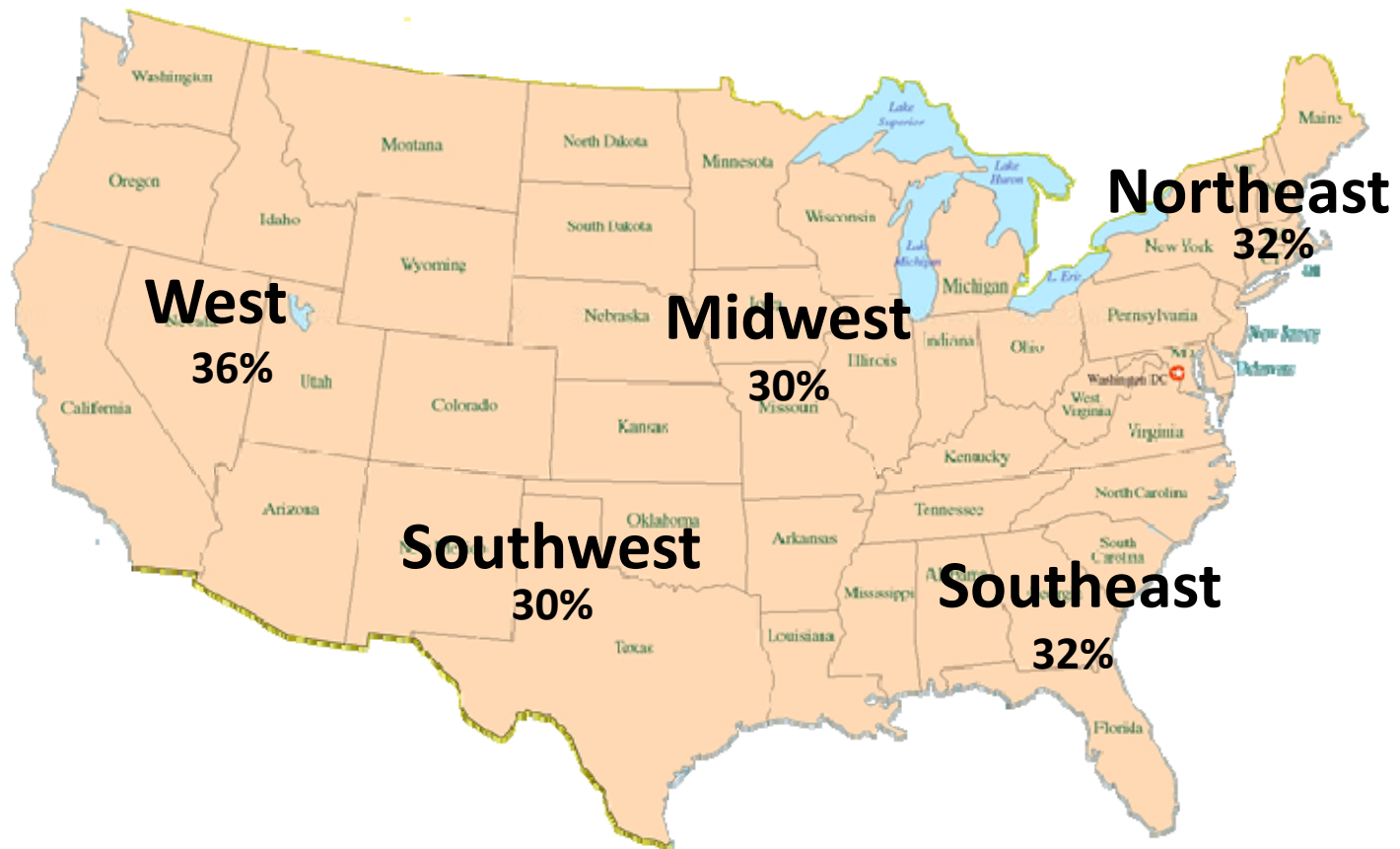
June, 2014





PARTICIPATION • KNOWLEDGE • SUCCESS

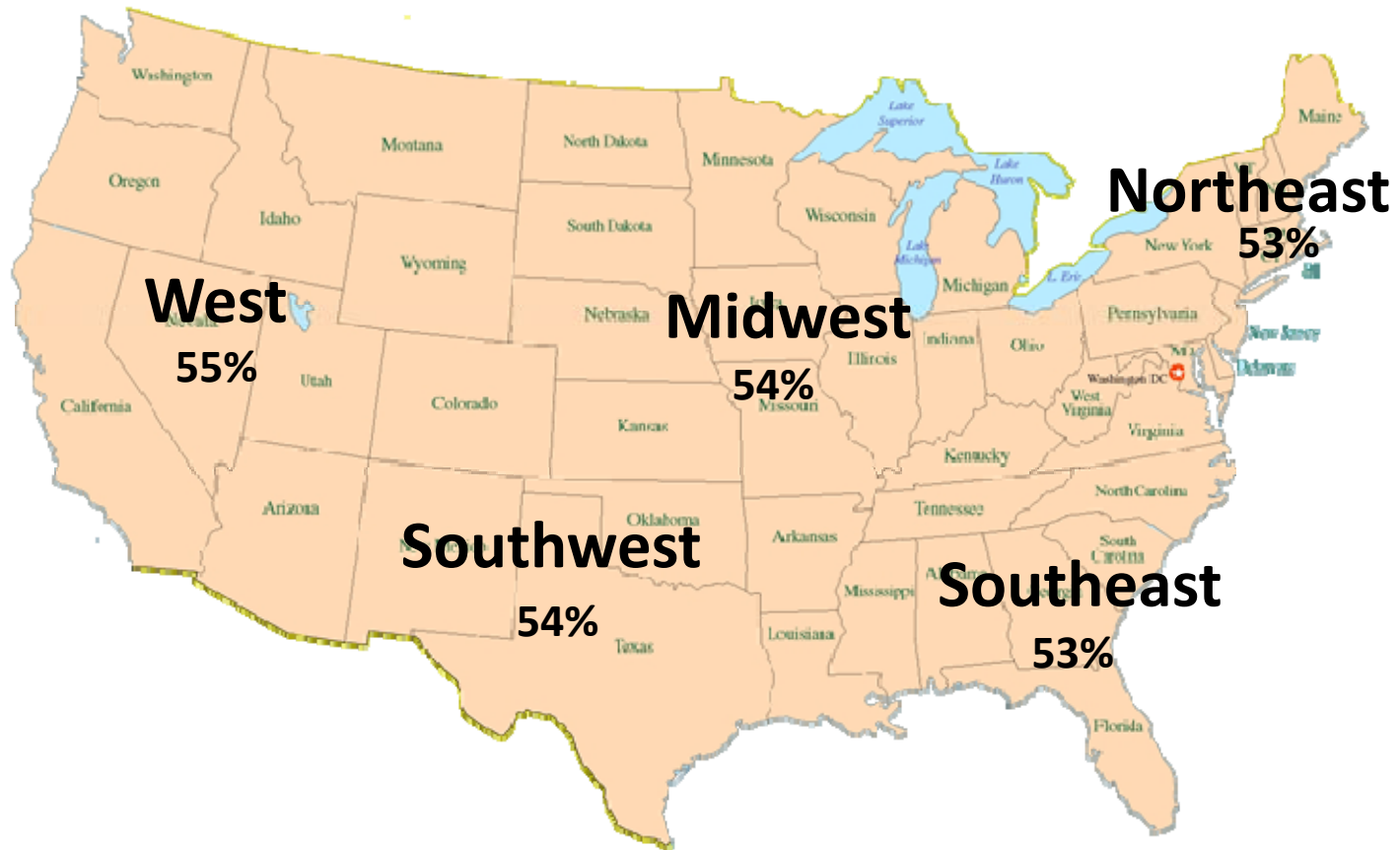
**Course Maintenance as a Percentage of Available Cash  
National 31%**

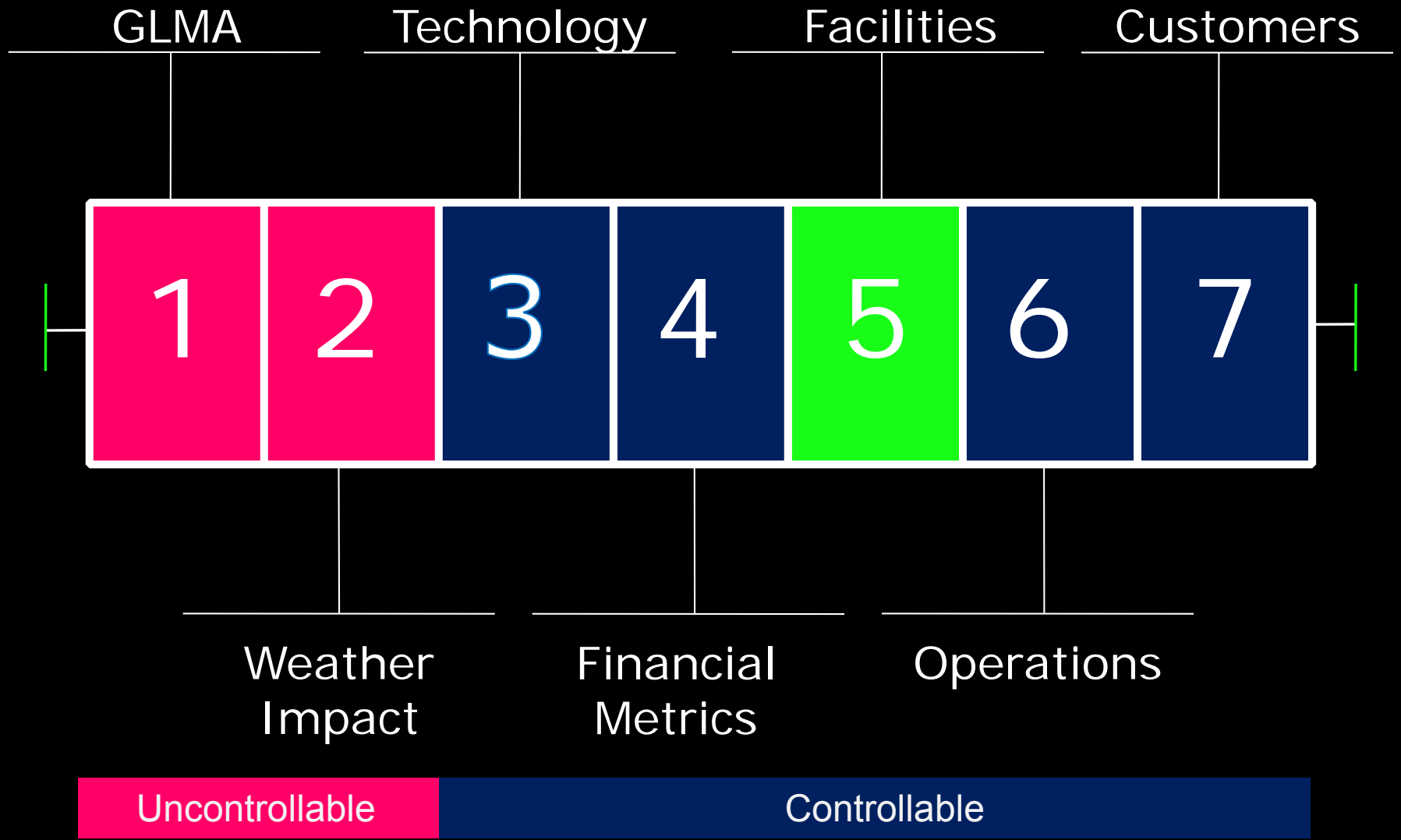




PARTICIPATION • KNOWLEDGE • SUCCESS

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





# 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.



Microsoft Word ribbon: FILE, HOME, INSERT, PAGE LAYOUT, FORMULAS, DATA, REVIEW, VIEW, ADD-INS, ACROBAT. Font: Calibri, 26. Alignment: Center. Number: General. Check Cell button.

H21

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

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



 <b>Golf Convergence</b> <i>strategists - ensuring your vision becomes reality</i>						
Season Length - Weeks/Mont	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	Ck. 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:

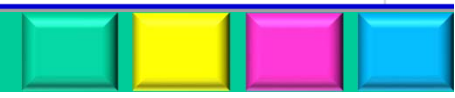
B1  
C1  
C3 - F45

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.

Page 1



GLMA

Technology

Facilities

Customers



Weather  
Impact

Financial  
Metrics

Operations

Uncontrollable

Controllable



# 6

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

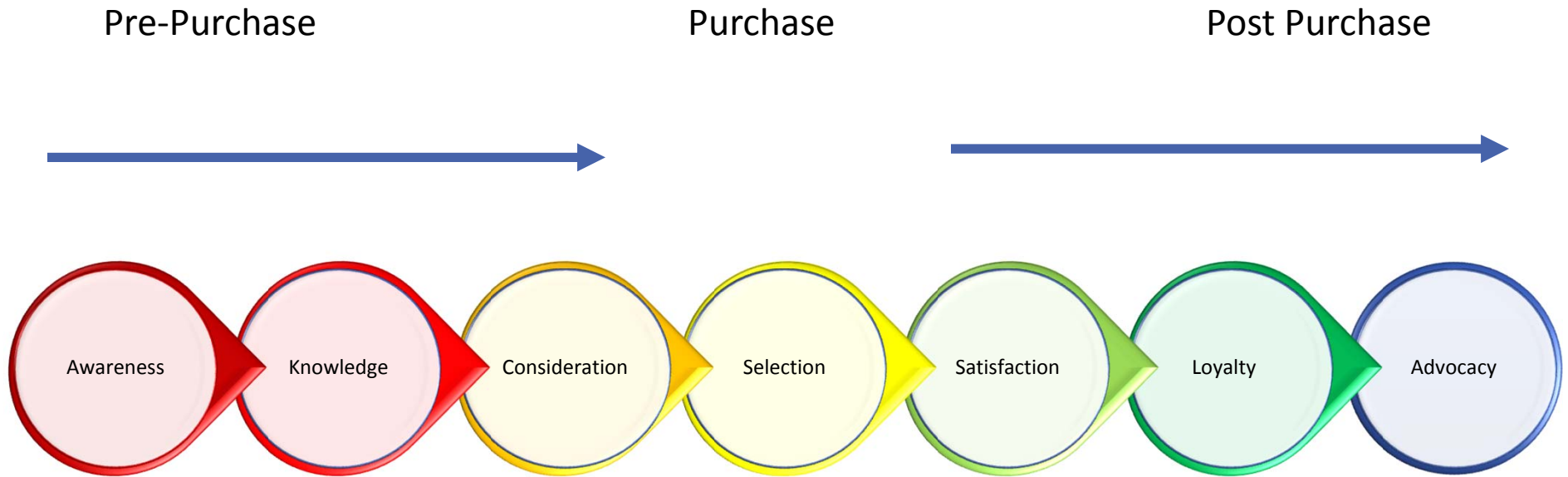


# The Assembly Line of Golf

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



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

Cover

Registration

Secret Shopper







# Golf Convergence

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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			\$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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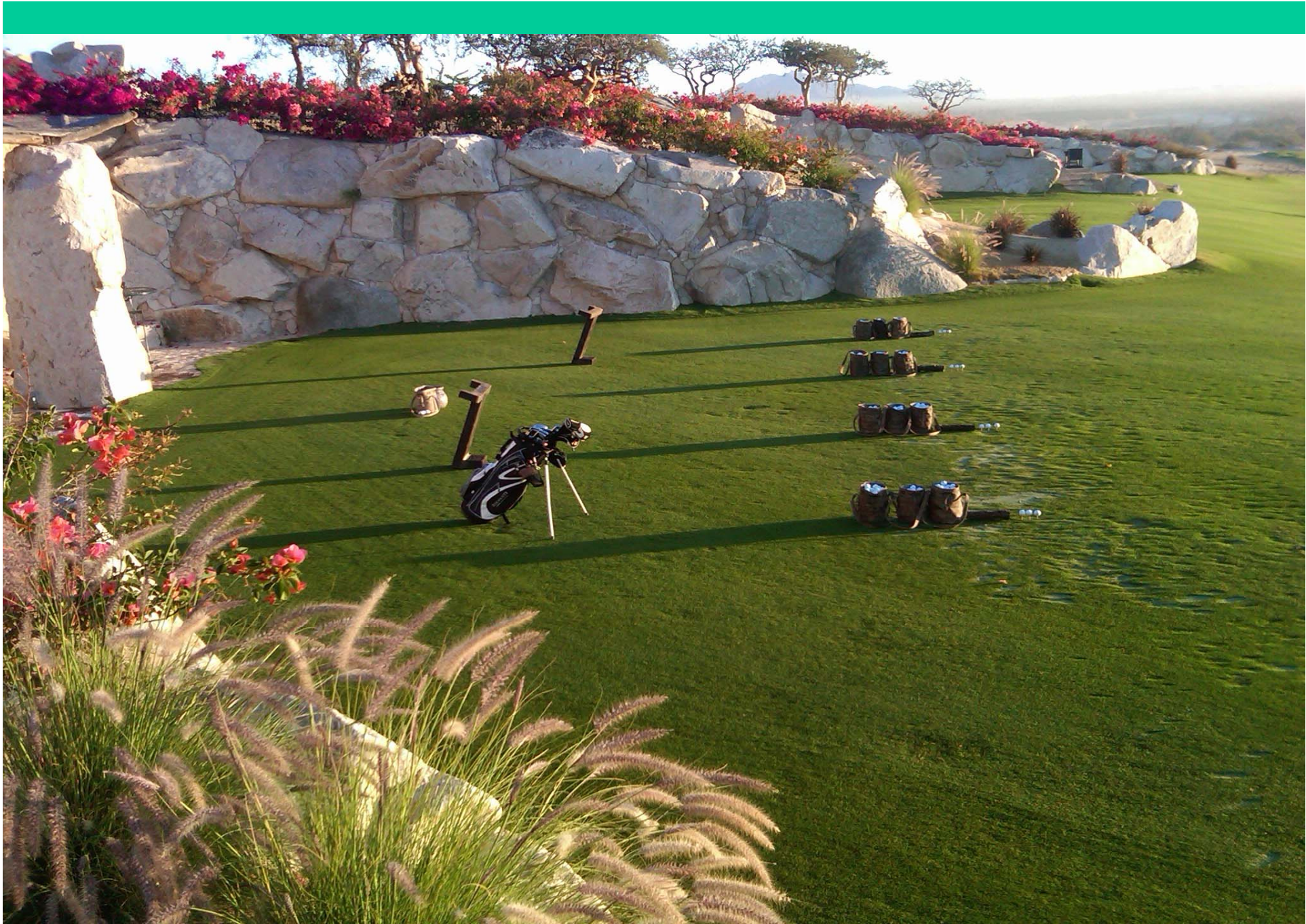
















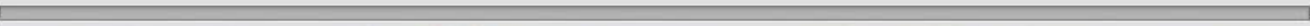




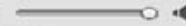




# HAESLEY STYLE



0:00:03 / 0:03:55



GLMA

Technology

Facilities

Customers



Weather  
Impact

Financial  
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Operations

Uncontrollable

Controllable





# 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



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**

FAD



F  
A  
D



FOCUS

A

D





# Focus Action



F  
Focus  
A  
Action  
D  
Decision



# What's Important Now



# Got Any





Thank you  
For Learning About  
7 Practical Steps to Increase the Investment Return  
at Your Public Golf Course



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