KEISER UNIVERSITY
College of Golf

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The Winning Playbook For Golf Courses

July 30, 2015



Golf Convergence

J.J. Keegan, Managing Principal

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Ensuring You Get Paid
&
The Club Will Be Successful Before the First Shovel is Turned

July 22, 2015

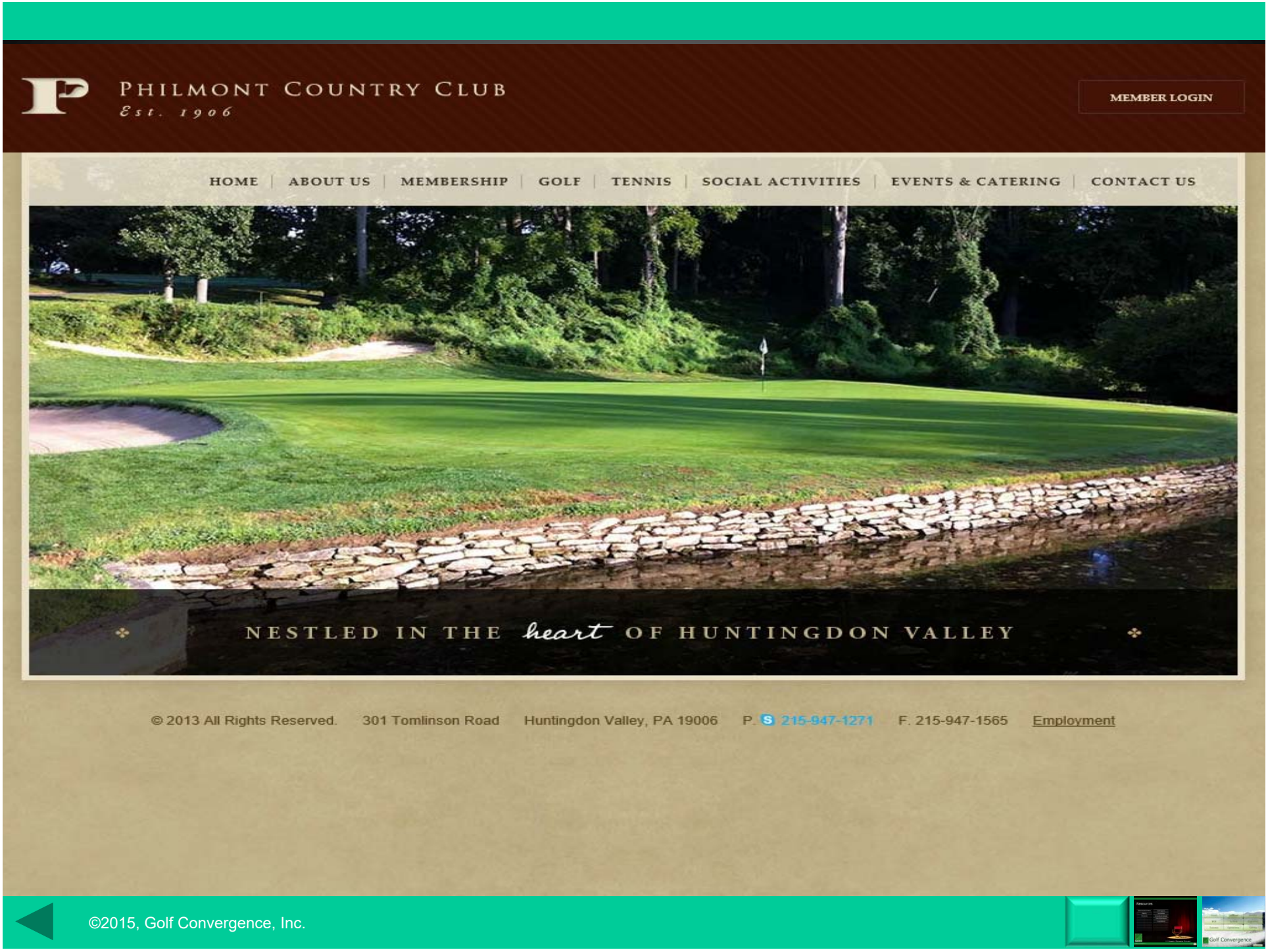


J.J. Keegan, Managing Principal

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J. Wood Platt
Caddie Scholarship Trust



"Give them all a chance."
- J. Wood Platt

SUPPORT JWP

About Us | How To Give | Events | Scholarships



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

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

THE J. WOOD PLATT CADDIE SCHOLARSHIP TRUST
DAWN to DUSK
J. WOOD PLATT
GOLF MARATHON
MONDAY, AUGUST 4, 2014

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.

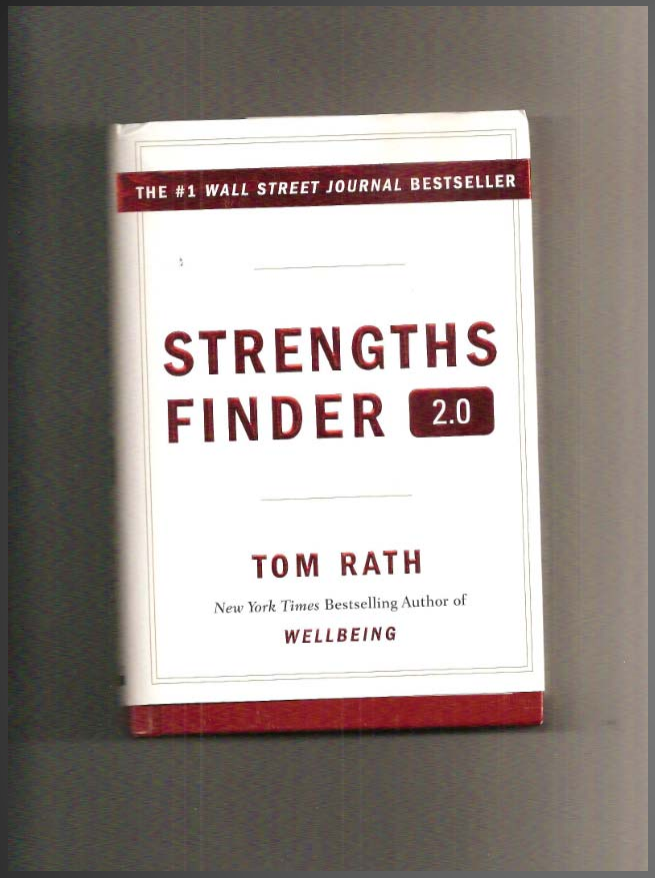
Platt Info


Scholars


Contributors


Dawn to Dusk Golf Marathon

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LEARNER

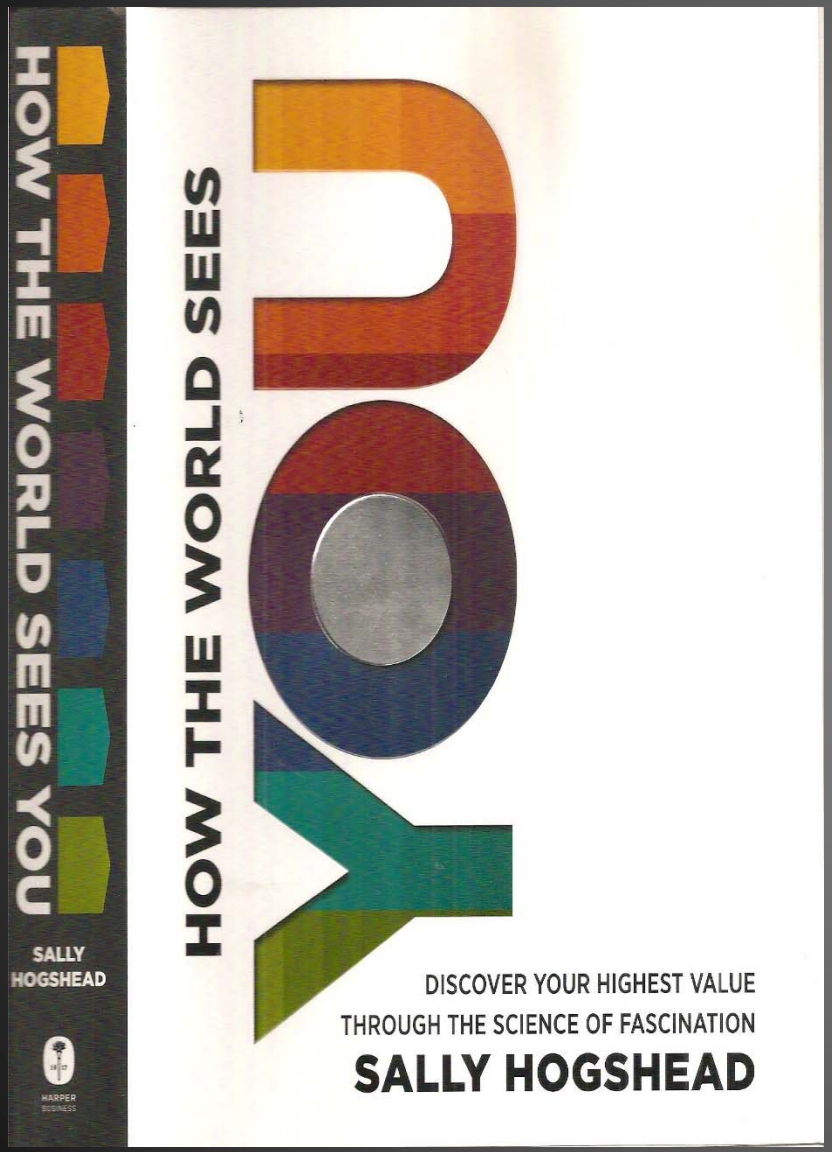
ACHIEVER

FOCUS

STRATEGIC

ANALYTICAL

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MAESTRO

Create

Astute Insights =
Meaningful Value

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Our Goal for Today is to
Help You Understand
“The Business of Golf”

DID YOU KNOW



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Global golf supply



While golf is undoubtedly spreading around the globe, the worldwide supply remains highly concentrated among the top 20 golfing nations.

As of year-end 2014, 34,011 golf facilities have been identified in 206 countries. The vast majority (79%) of that supply is located in the top 10 golfing countries, including Australia, Canada, England, Japan and the United States.

Even as golf development gains momentum in previously under-developed regions such as Asia, Africa and the Caribbean, the bulk of the supply remains largely centralised. In fact, there are far more countries that have only one golf course compared to nations that have more than 100, and even fewer are home to 500 or more.

The majority of worldwide supply is located in the western hemisphere, though not by much. North and South America are home to 55% of the world supply (the US accounts for 45% of the world's facilities). Europe has the second largest supply with 22% of the world total, followed by Asia with 14% and Oceania with 6%.

Though worldwide golf supply contains a large proportion of private clubs, golf resorts and golf-centric real estate developments, the sport remains largely accessible. Of the 34,011 facilities, 71% are open to the public.

At the moment, golf's supply is clearly strongest in the most developed nations, but the sport is growing around the world.

4

FACTS

COUNTRIES WITH 500+ GOLF FACILITIES
9

COUNTRIES WITH 100+ GOLF FACILITIES
30

COUNTRIES WITH ONLY ONE GOLF FACILITY
50

TEN COUNTRIES ACCOUNT FOR
79%
OF GOLF FACILITIES

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Source: Royal and Ancient, "Golf Courses Around the World', September, 2015



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We Create Walls to Protect our Vulnerability

Supply	Nationally - Supply Exceeds Demand. Competitive Forces control the prices
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

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Fact 1

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The basic business model for golf courses is flawed.

Only 80% can cover operational costs,
Less than 40% can cover capital costs
without assessment or borrowing.

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Fact 2

©Golf Convergence, 2014

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.

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Foundation for Study

DID YOU KNOW



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

—Shunryu Suzuki



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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.

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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.

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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.

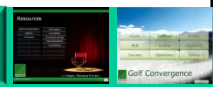
Observation #5 – Benchmarking to meaningful competitive statistics is haphazard.

Observation #6 - Capital reserves are underfunded.

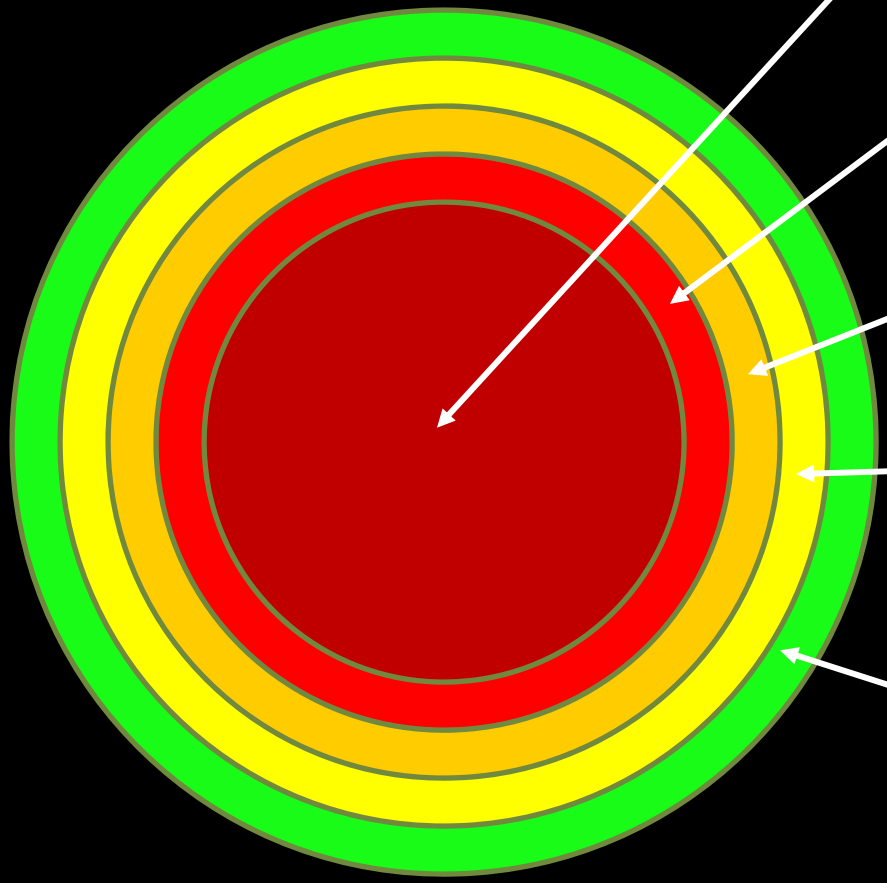
Observation #7 – Courses operate with "illusory superiority" thinking that their customers are loyal when they are not.

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

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80%



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

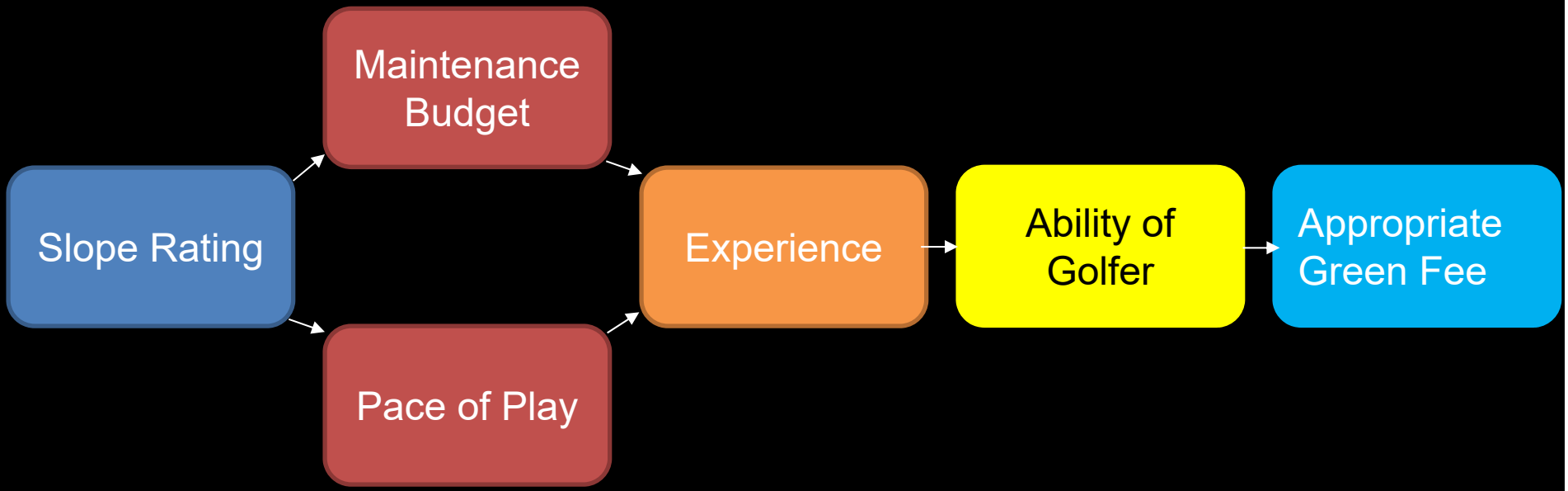
Demand Exceeds Supply

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

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

Ambience: Ocean, Mountain, Amenities, Clubhouse, Championships

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Value = Experience - Price



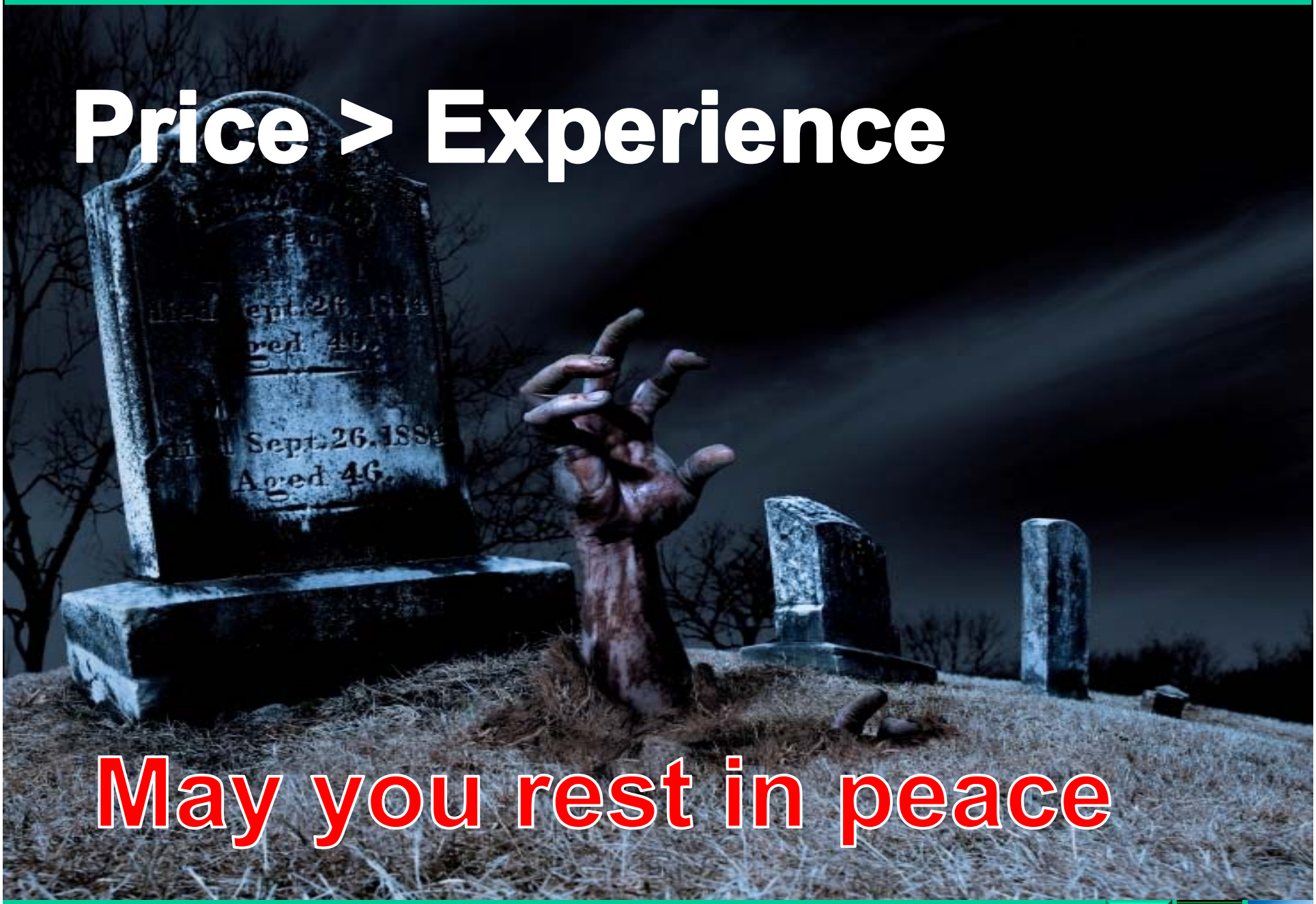
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Experience > Price



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Price > Experience



May you rest in peace

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Experience = Net Income + Capital Invt.

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Green Fee Should Equal

.0001% of Maintenance Budget

Average Municipal Budget $450,000

Average Green Fee = $45

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Green Fee Should Equal

.00084% of Median Household Income

Average Median Household Income: $53,214

Average Green Fee: $45.05

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Revenue at a Golf Course

Highest Post Green Fee Rate X Number of Rounds

Multiply by 60% = Gross Green Fee Revenue

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The Formula

DID YOU KNOW



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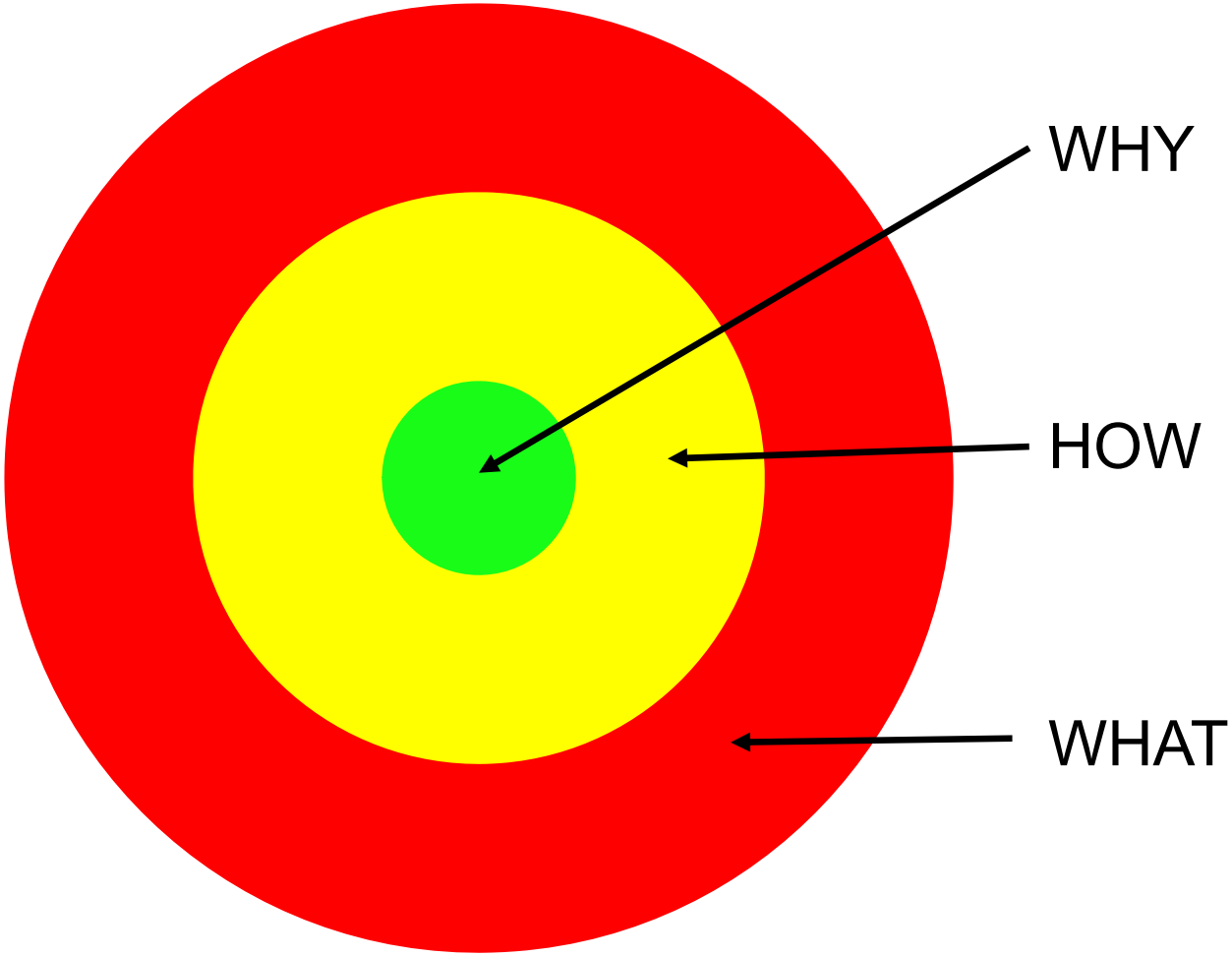


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The Golden Circle of Communication™: Simon Sinek



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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.

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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.”

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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."

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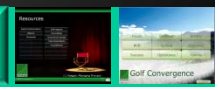



Municipal or Daily Fee Golf Course

“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.

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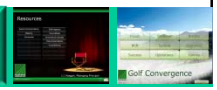
“Torrey Pines:
“Welcome to the nation’s foremost municipal golf course.”

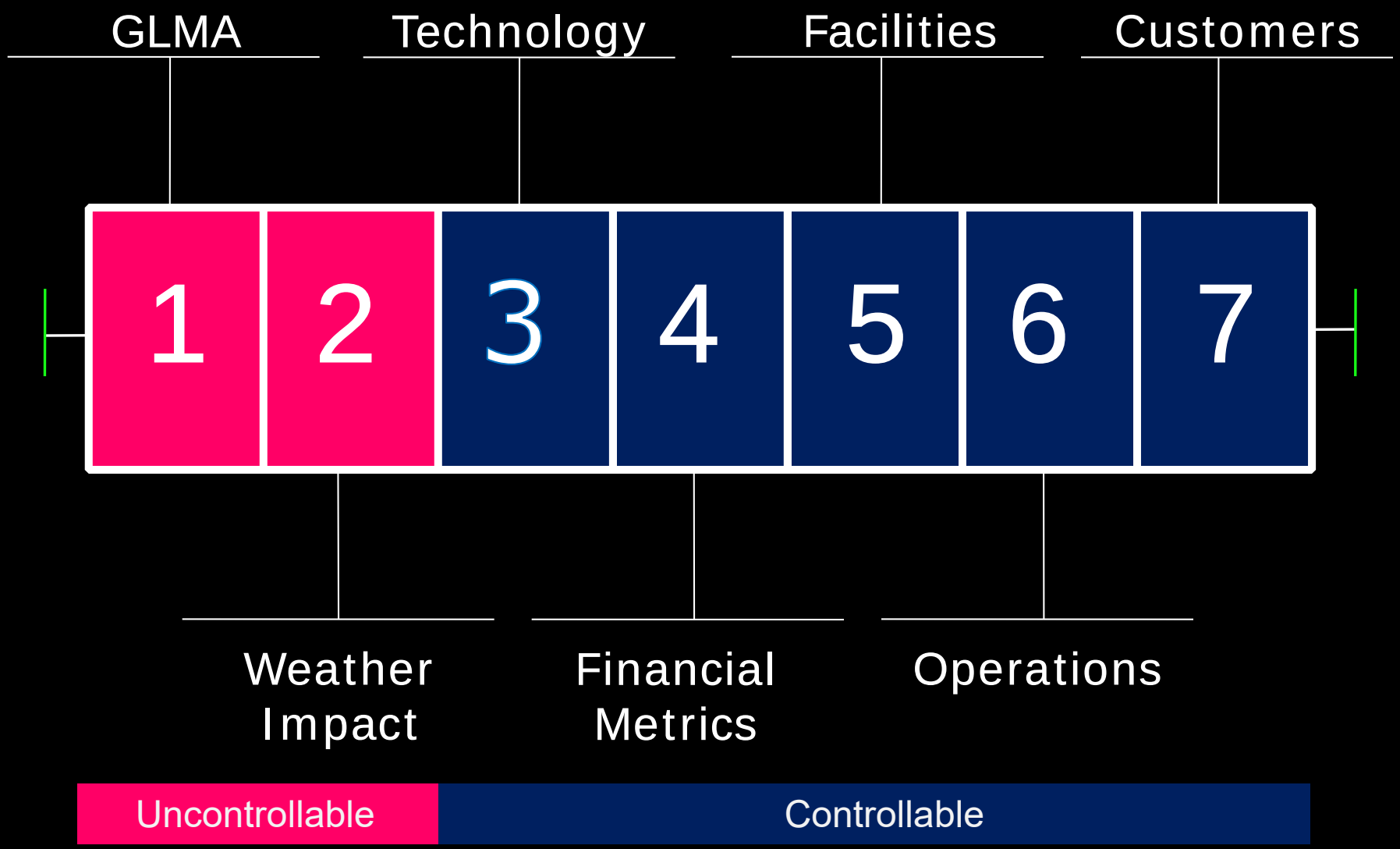
Situated atop cliffs towering above the Pacific Ocean in San Diego, California, golfers marvel at the views of the coastline, deep ravines, and classic championship golf holes.

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.

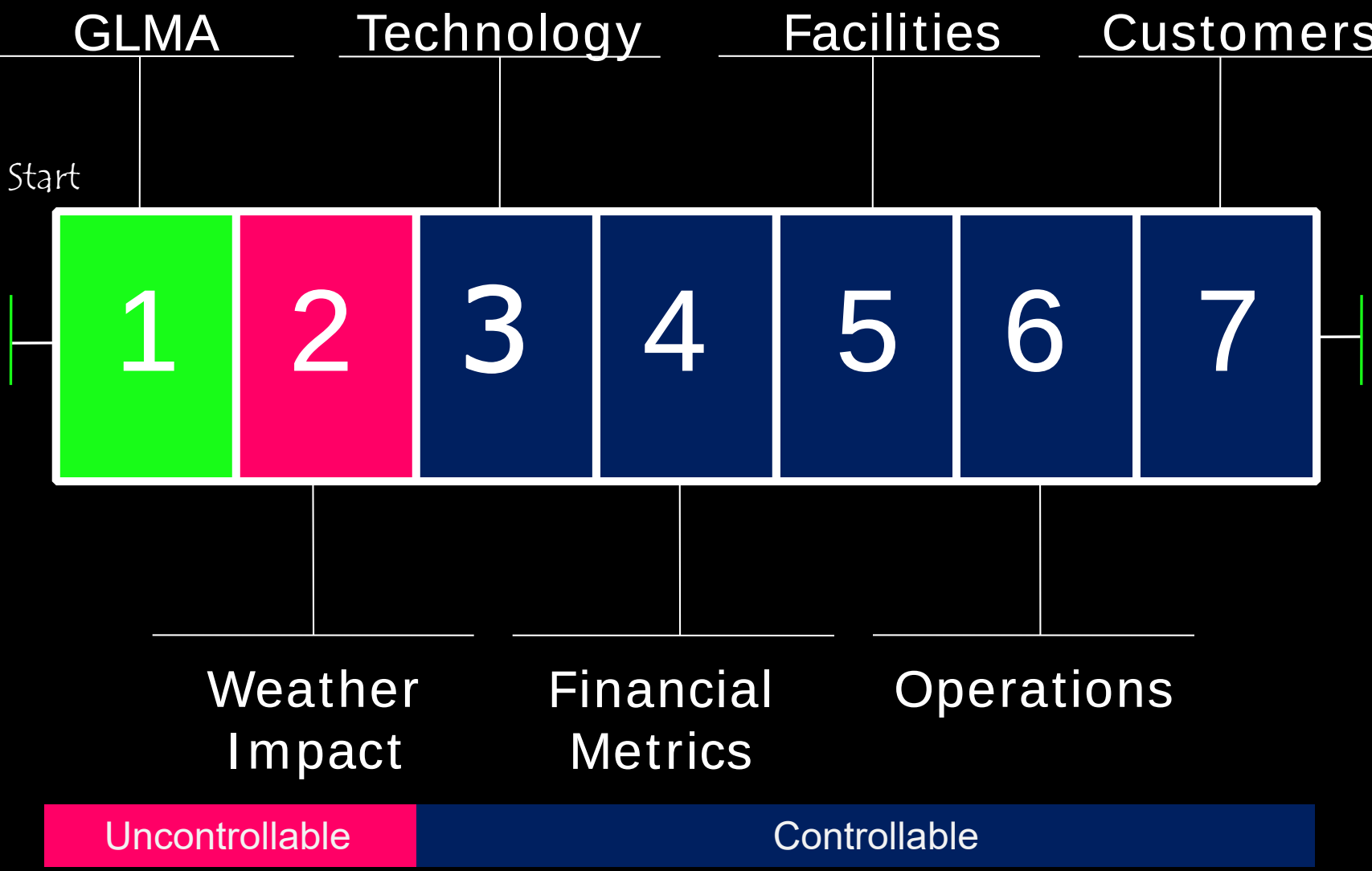
Live close by and want to improve your swing? Or perhaps you’re visiting San Diego on your dream golf vacation. In either case, our popular player development programs will get you smiling, about your game in no time. To learn more, please follow the links below.”

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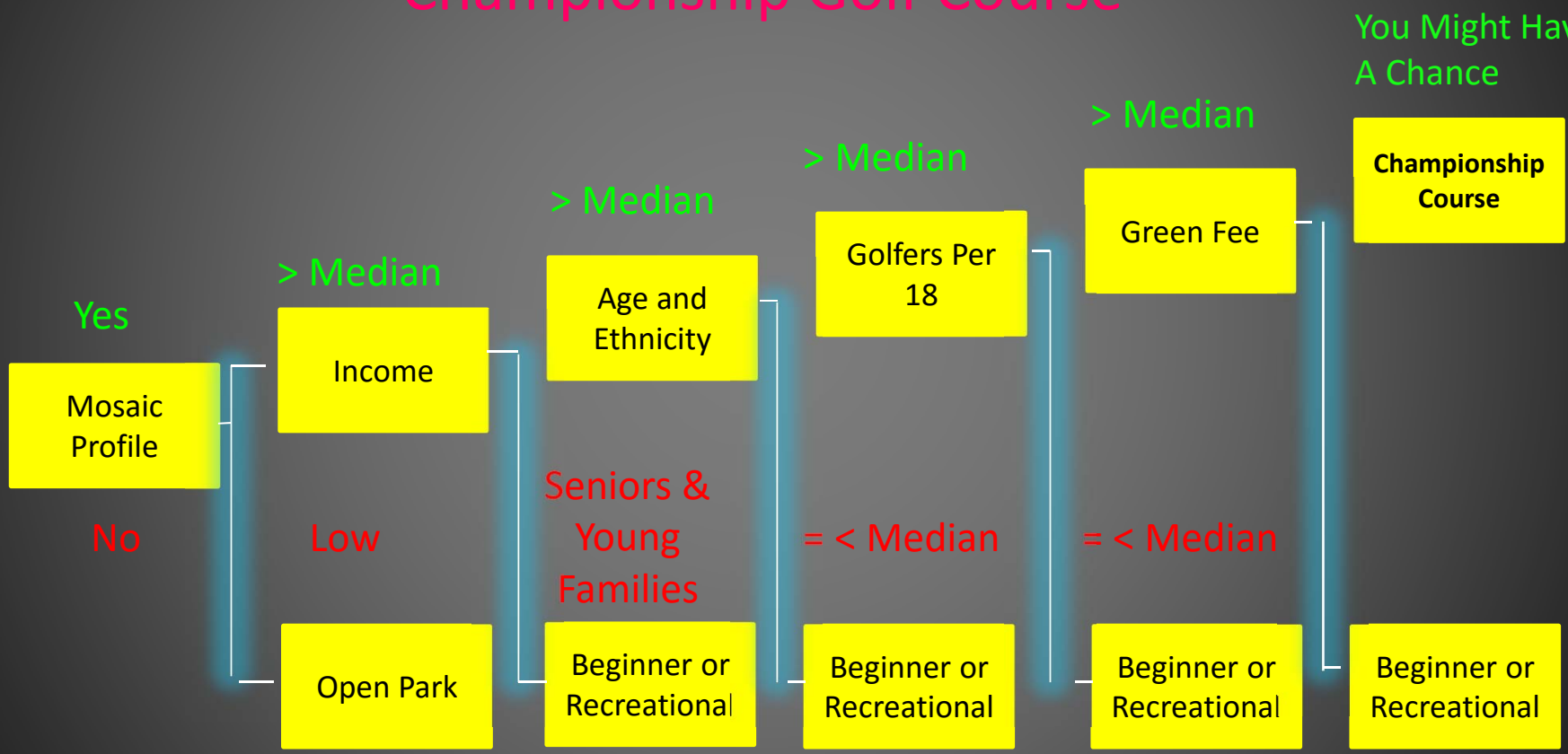
Seven Numbers Define the Potential of Your Golf Facility

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The Critical Path

The Barriers to A Fiscally Sustainable Championship Golf Course



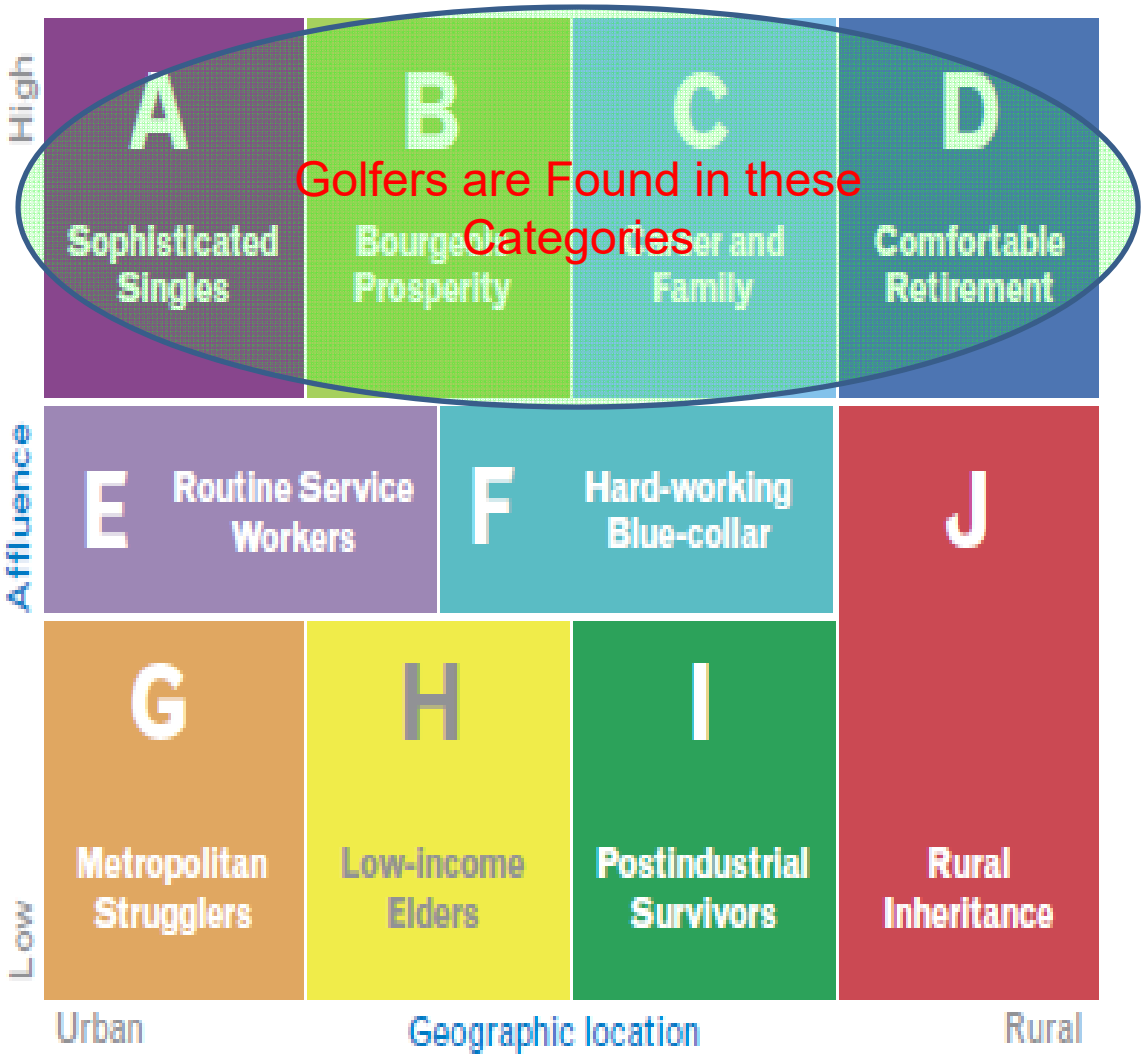
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Mosaic Global

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.



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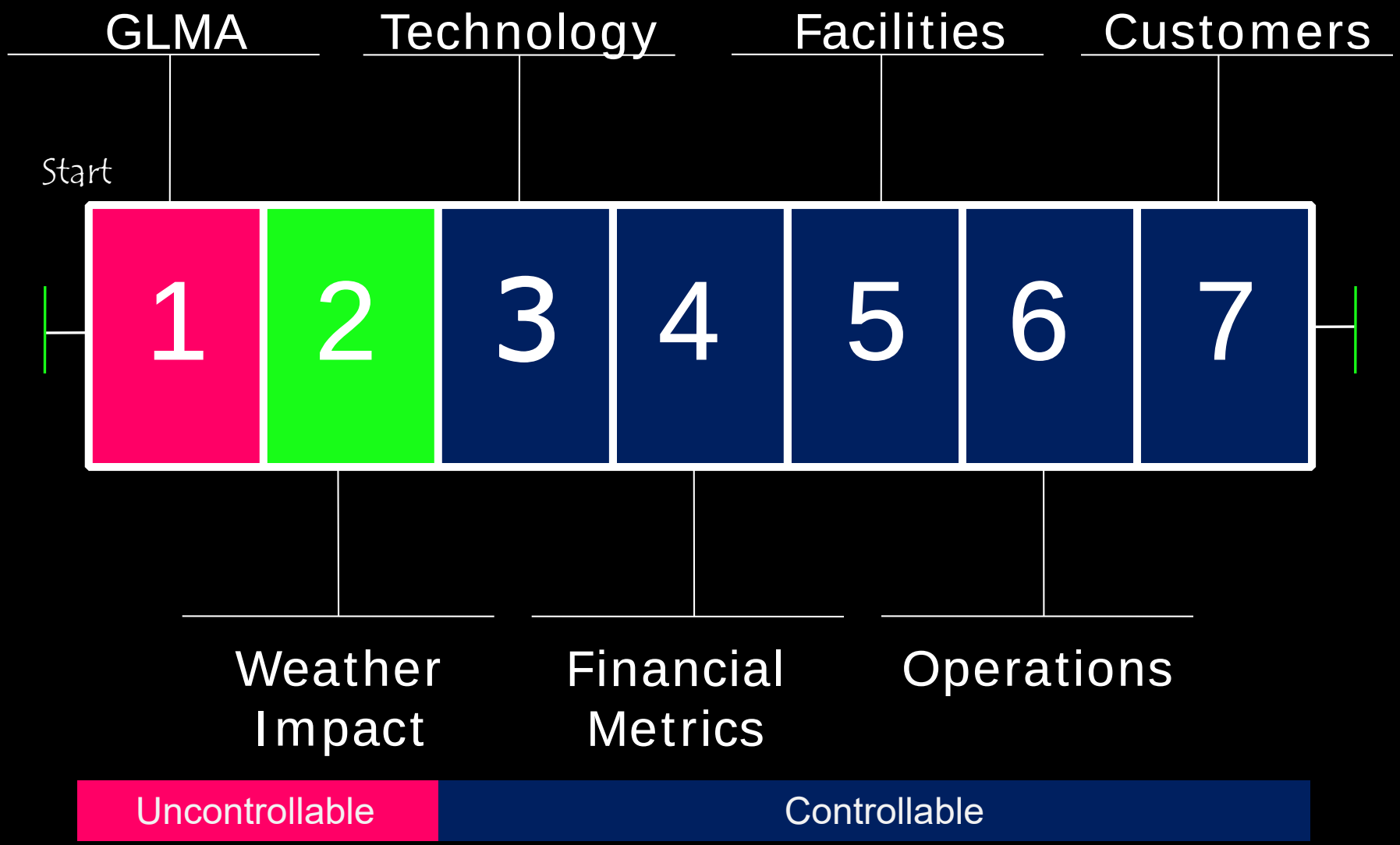
	Crystal Mountain Resort, MI	Don Vellmer, FSU	Oak Creek, Irvine, CA			Mussatto, Maccomb, IL	Pine Meadow, Mundelein, IL	Cedar Creek - San Antonio
	10 Miles	10 Miles	5 Miles	10 Miles	15 Miles	10 Miles	10 Miles	5 Miles
Top 4 Rating	-17.00%	-7.90%	40.30%	16.20%	13.10%	-22.10%	37.60%	31.90%
Sophisticated Singles	-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%

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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
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
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

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2

Historical Weather Reporting & Leveraging Weather Forecasting is an Underutilized resource

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Weather matters to ALL golf course operators



it's always on your mind!

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

"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?"

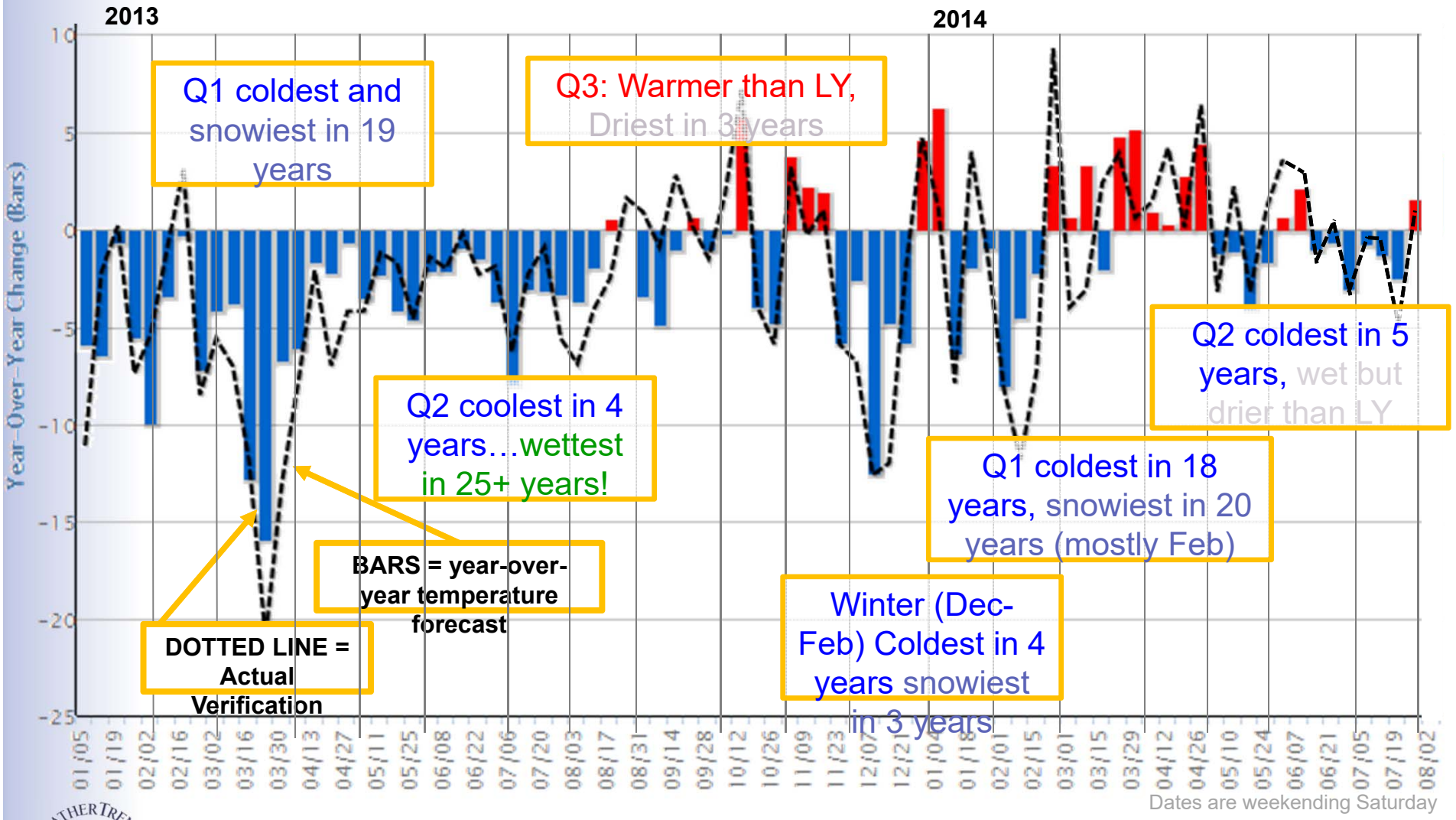
"How many golf playable days will I have in the next 14 days?"

"Will mother nature take care of my course watering needs?"

hot cold snow wet dry windy

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NATIONAL Year-Ahead WEEKLY Temperature Trends/Accuracy 88%



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

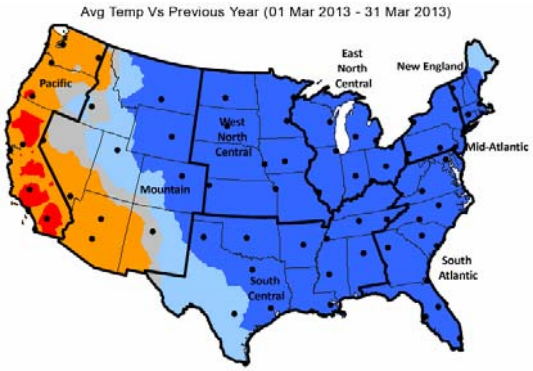
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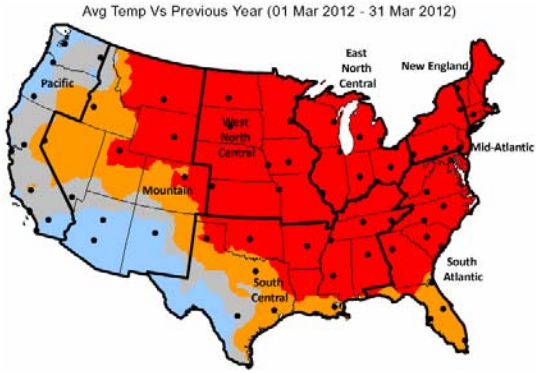
Volatile Weather = MAJOR BUSINESS RISK!

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

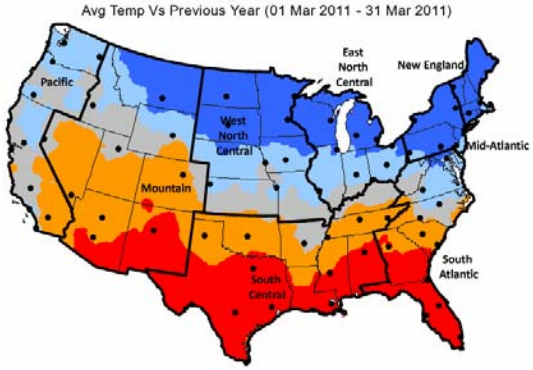
2013



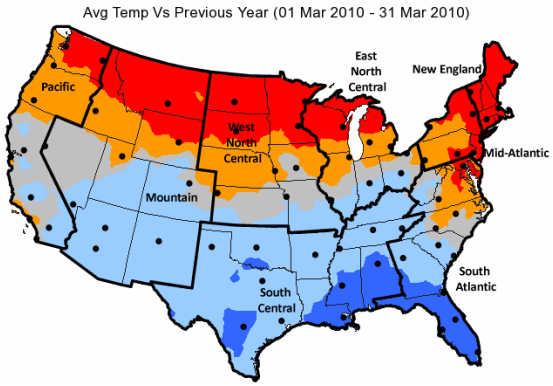
2012



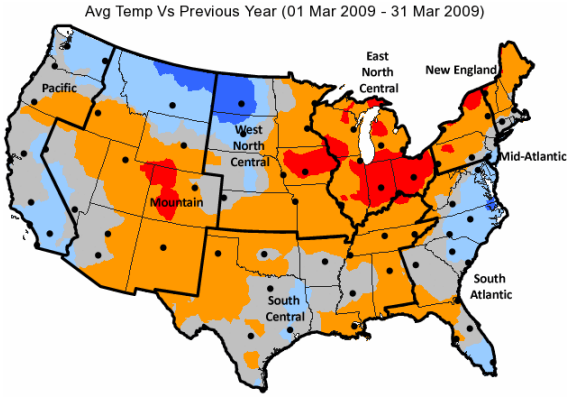
2011



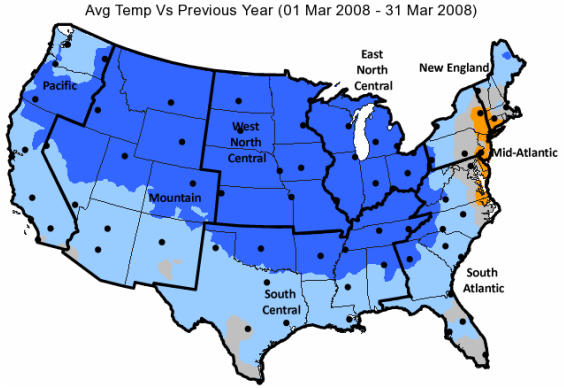
2010



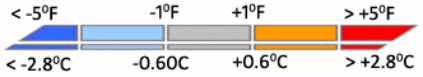
2009



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.



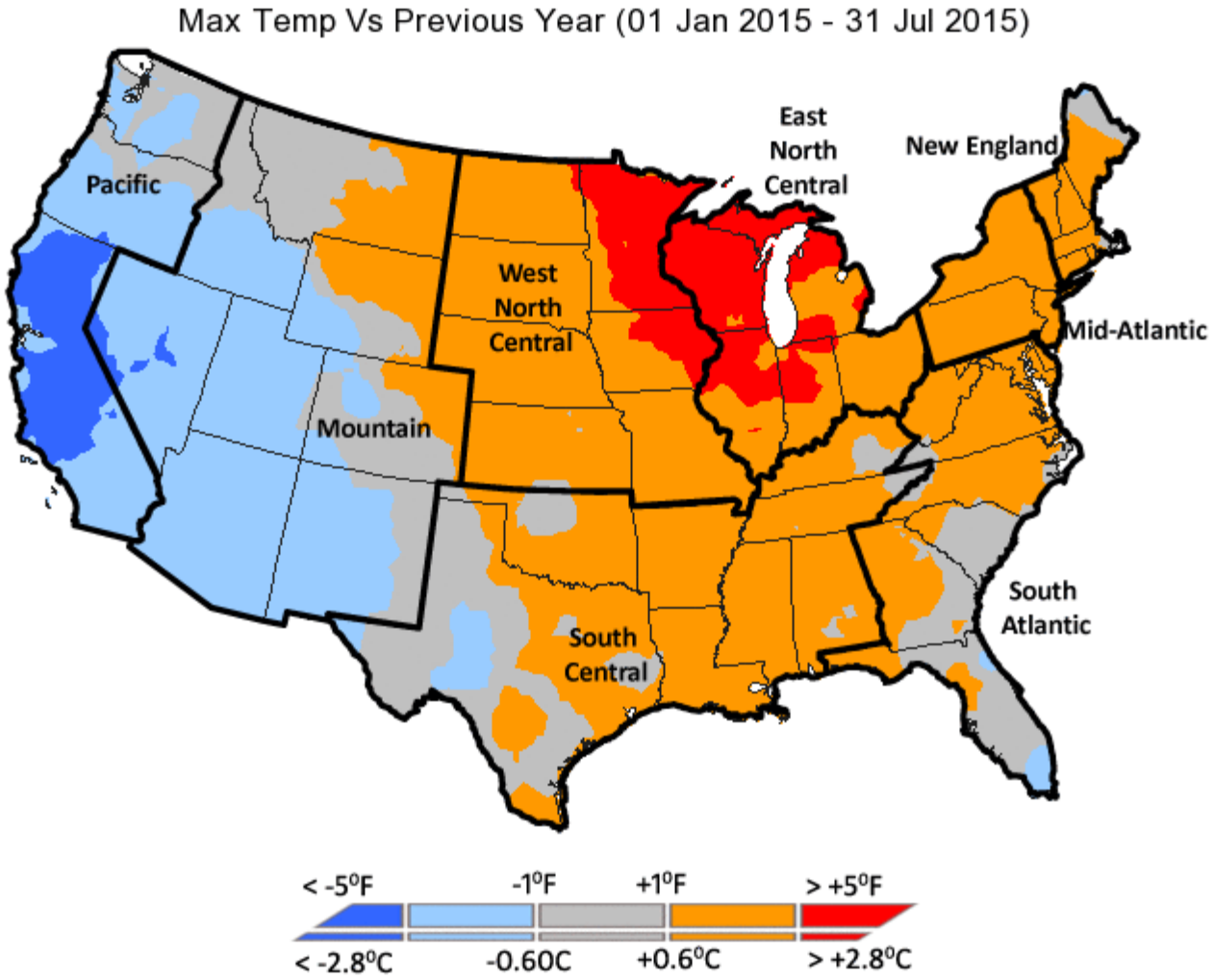
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2015 Forecast

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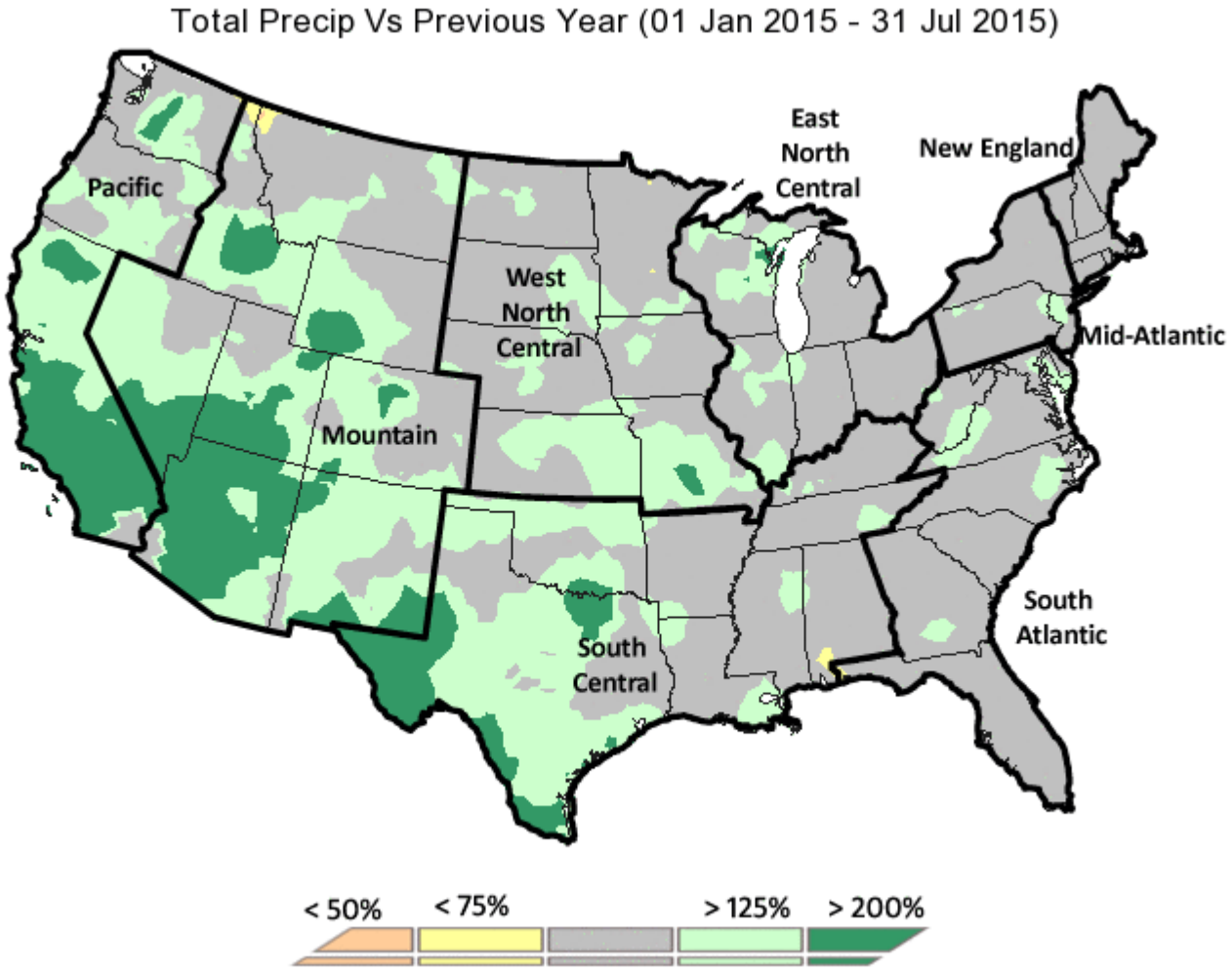


2015 Year-Ahead Forecast



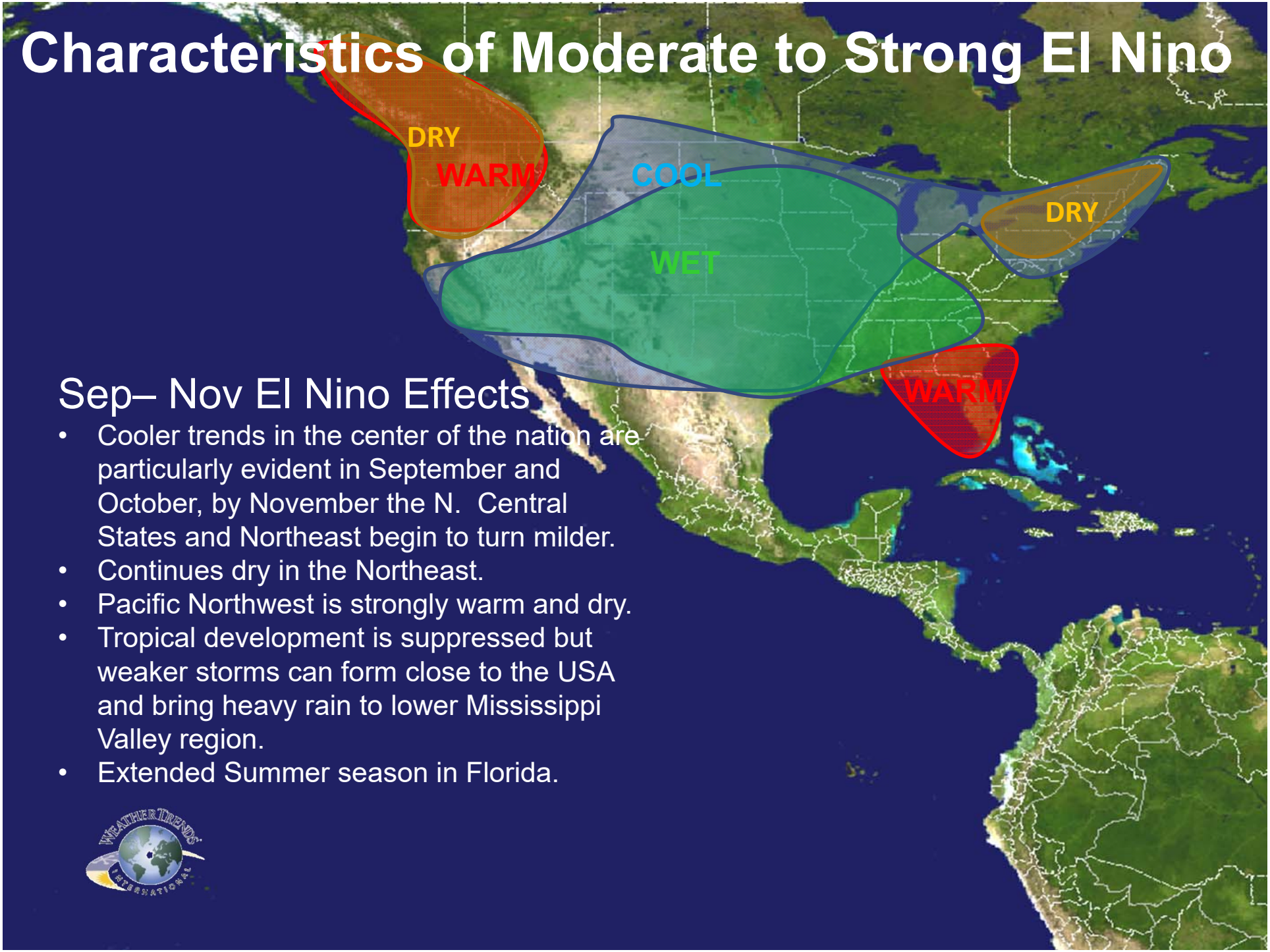
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2015 Year-Ahead Forecast



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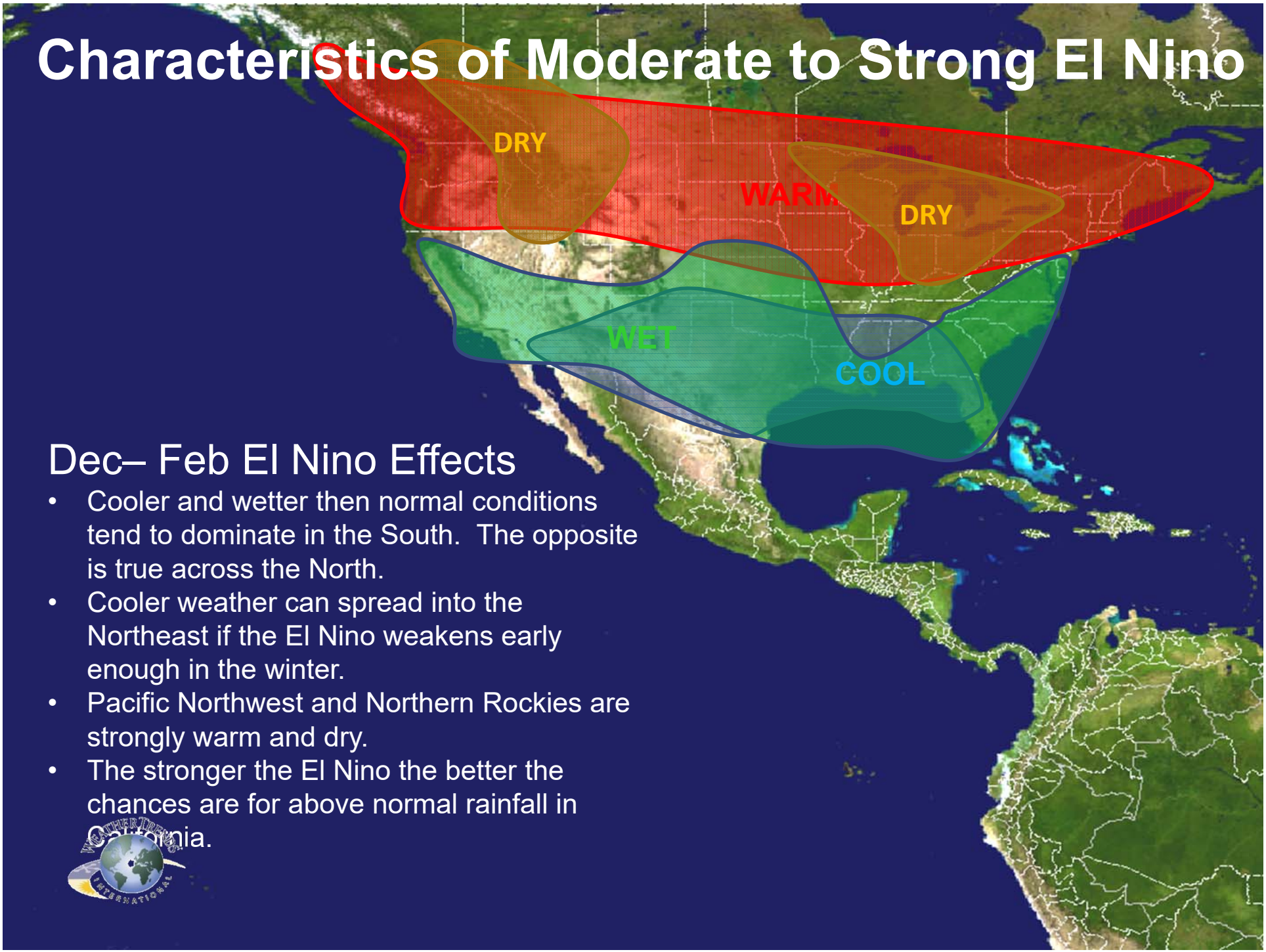
Characteristics of Moderate to Strong El Nino



Sep– Nov El Nino Effects

- Cooler trends in the center of the nation are particularly evident in September and October, by November the N. Central States and Northeast begin to turn milder.
- Continues dry in the Northeast.
- Pacific Northwest is strongly warm and dry.
- Tropical development is suppressed but weaker storms can form close to the USA and bring heavy rain to lower Mississippi Valley region.
- Extended Summer season in Florida.

Characteristics of Moderate to Strong El Nino



Dec– Feb El Nino Effects

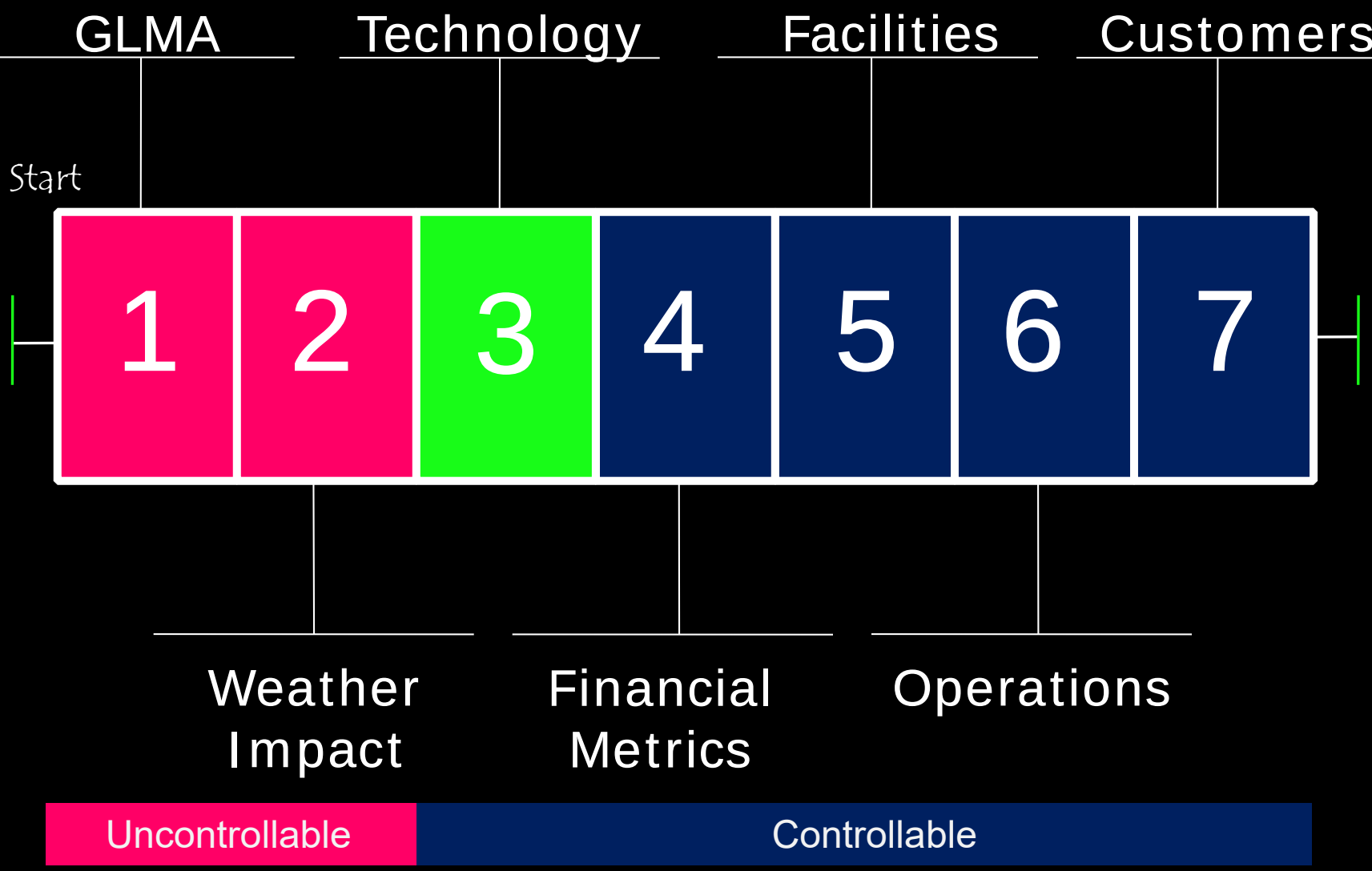
- Cooler and wetter then normal conditions tend to dominate in the South. The opposite is true across the North.
- Cooler weather can spread into the Northeast if the El Nino weakens early enough in the winter.
- Pacific Northwest and Northern Rockies are strongly warm and dry.
- The stronger the El Nino the better the chances are for above normal rainfall in California.

Controllable

DID YOU KNOW



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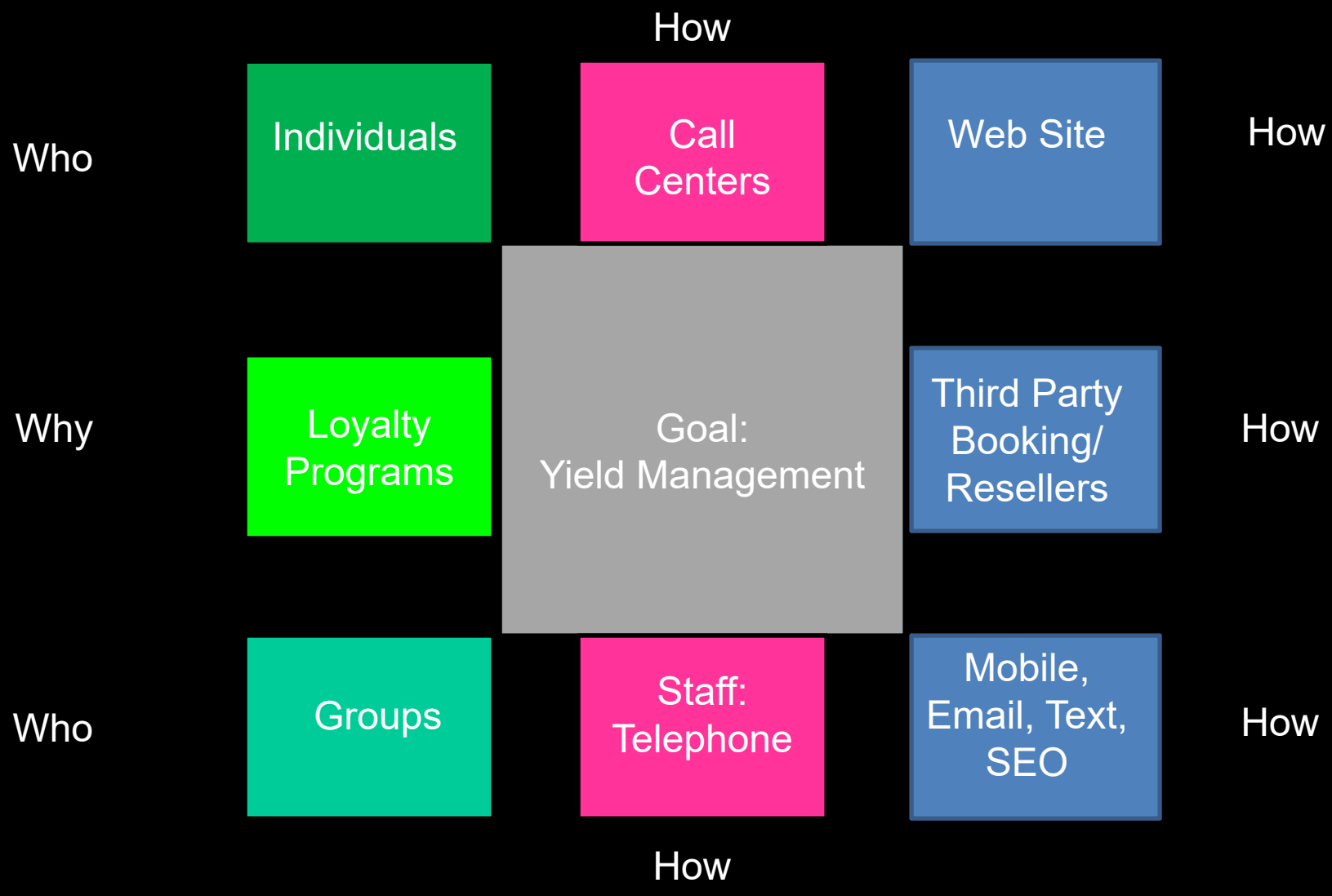
3

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.

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Numerous Channels to Book Revenue

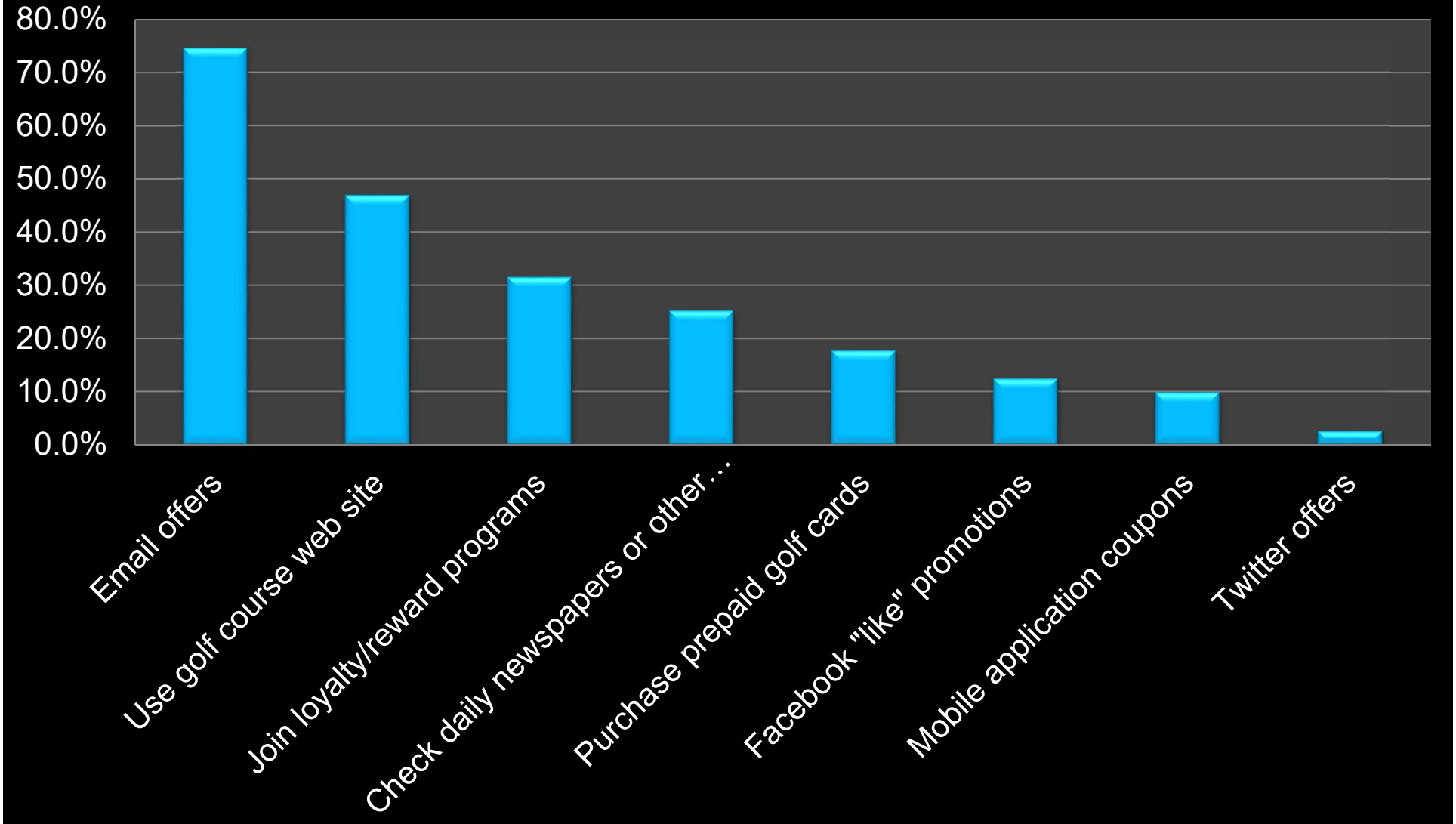


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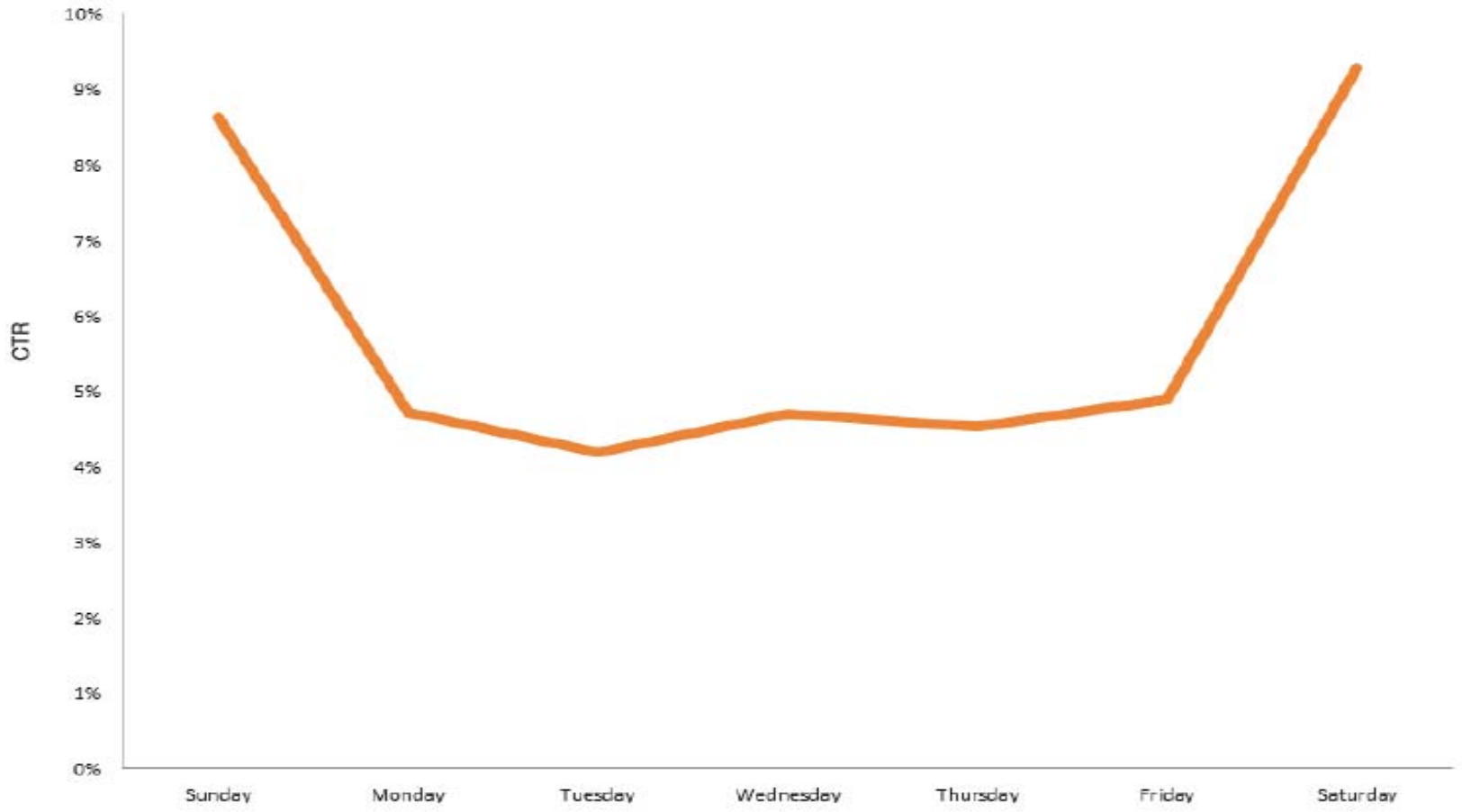
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To Learn About the Course & Specials



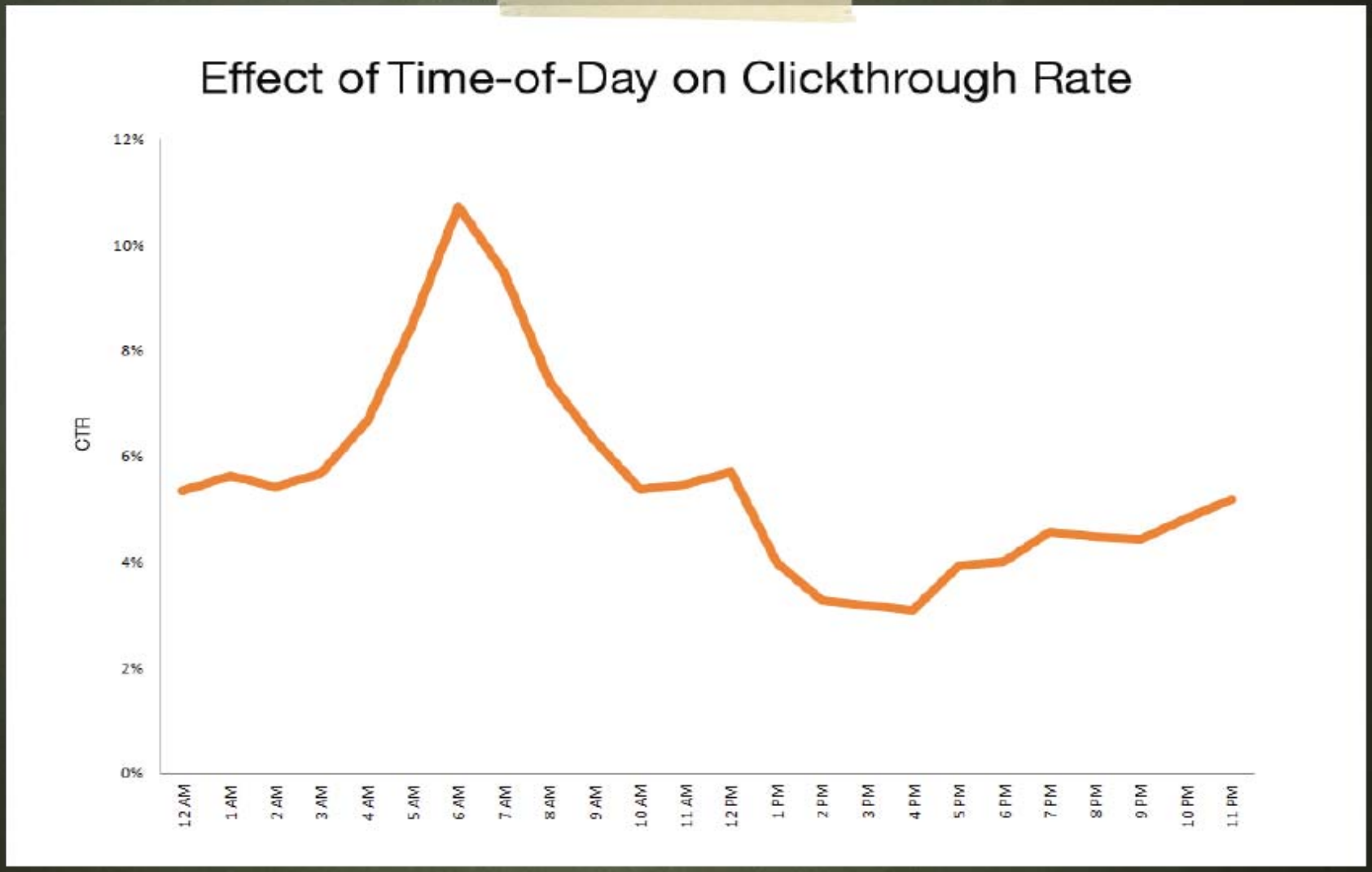
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Effect of Day-of-Week on Clickthrough Rate



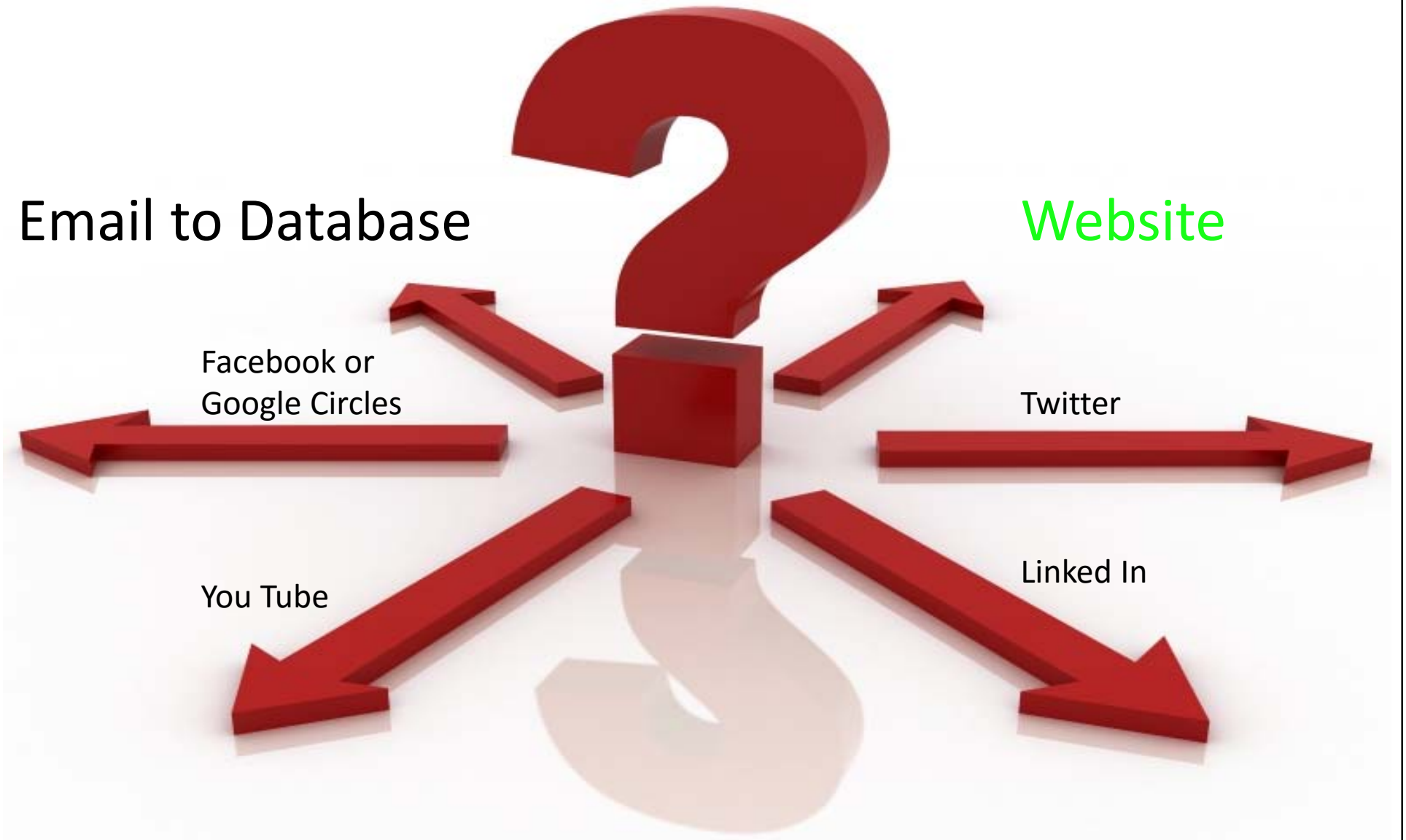
Source: Dan Zarrella, Social Media Scientist, Hubspot, "The Science of Email Marketing"

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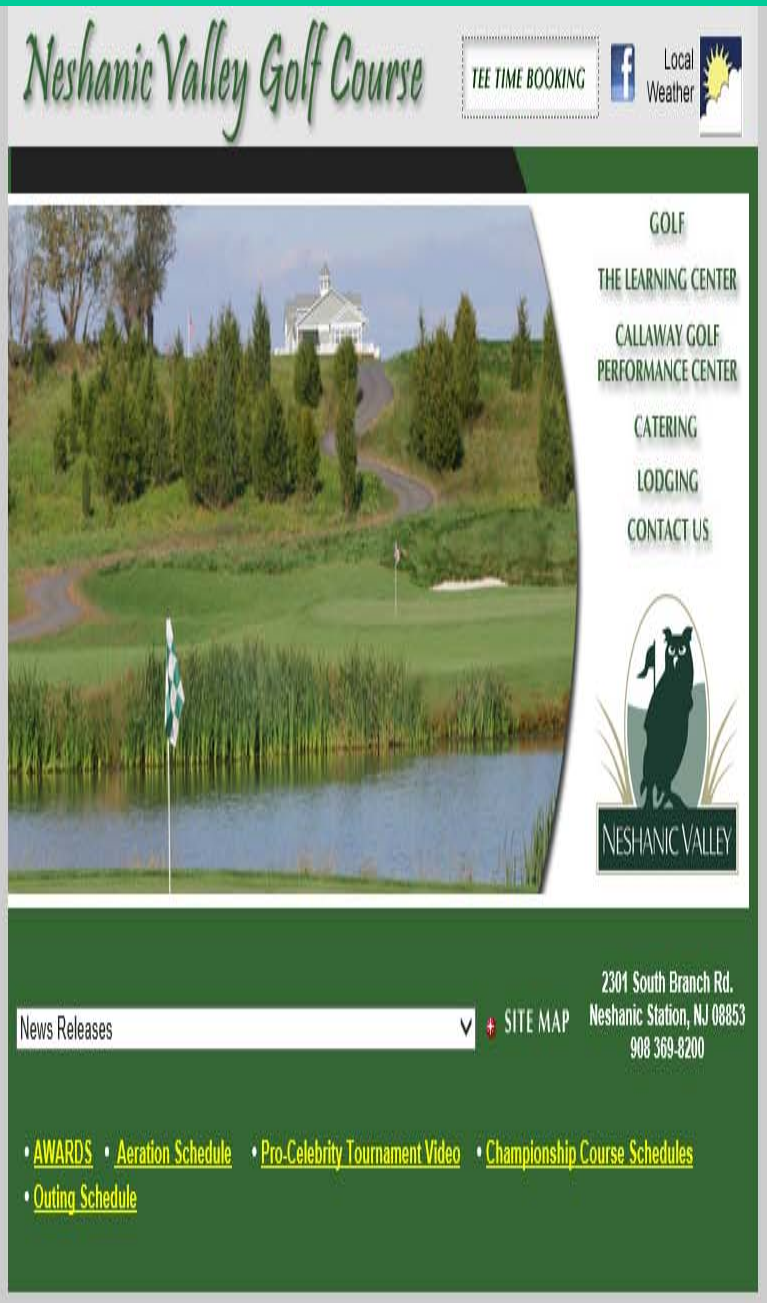


Source: Dan Zarrella, Social Media Scientist, Hubspot, “The Science of Email Marketing

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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	Step 2 Book your Tee Times	Step 3 Manage your Tee Times
• 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.	• 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.**	• Click on Modify / Cancel • No-Show No-Call may be charged a fee After reserving a tee time you will receive an email confirmation to be kept for your records.

FORGOT YOUR PASSWORD?
Click here!

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

Frequently Asked Questions:

How do I pay?
Fees will be charged upon check-in at the golf shop on the day of booking.

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

What if I need to cancel a tee time?
To review, modify or cancel your booked tee time, call or logon to your account at any time.

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

What if I forget my Password?
If you forget your password, Click here!

TOP

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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

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Book as a Member | Book as a Guest

Weekend Special

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Book Now





AAA Members Save Now! »



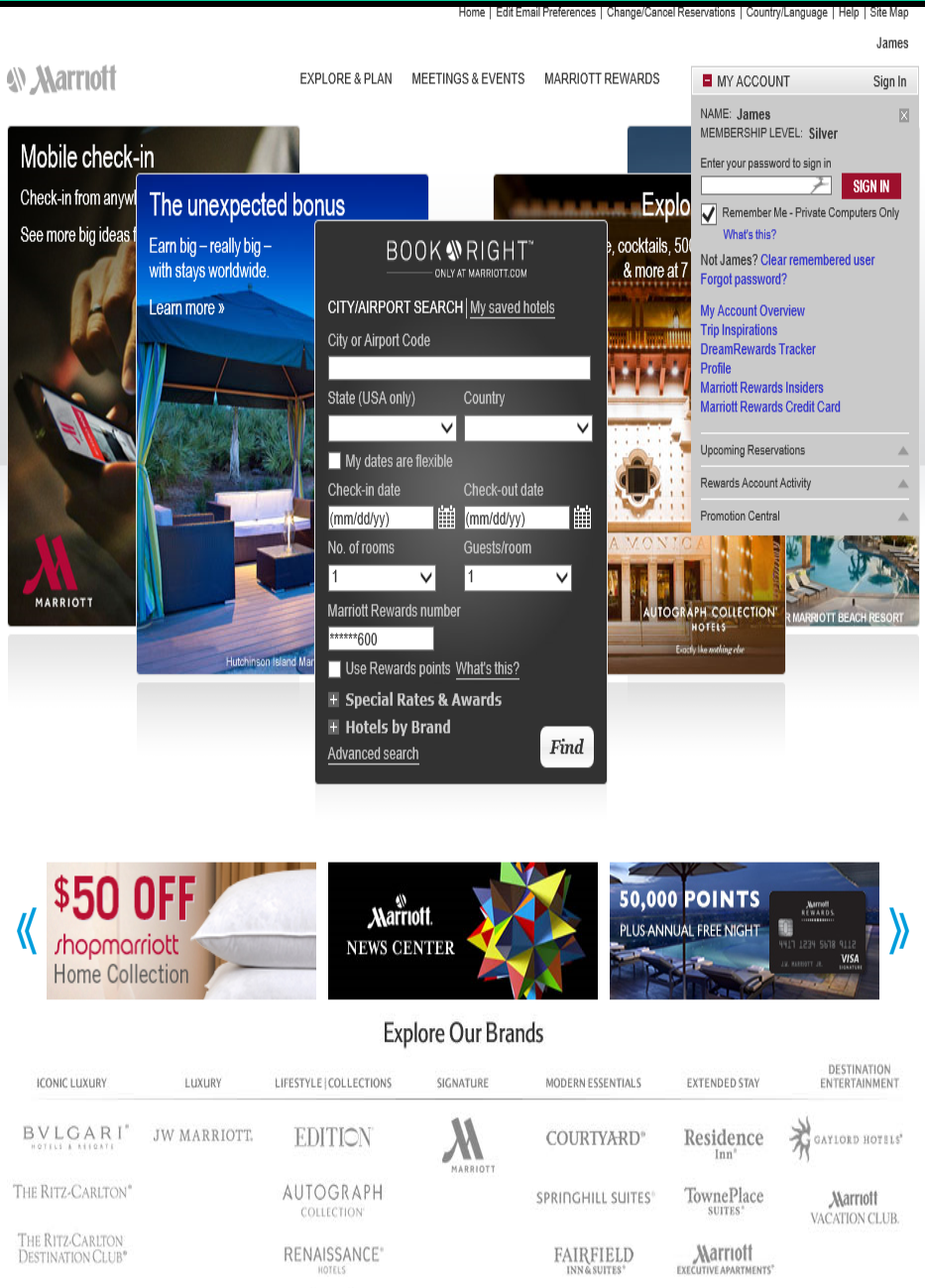
Skip The Lines With Hertz Gold™ »



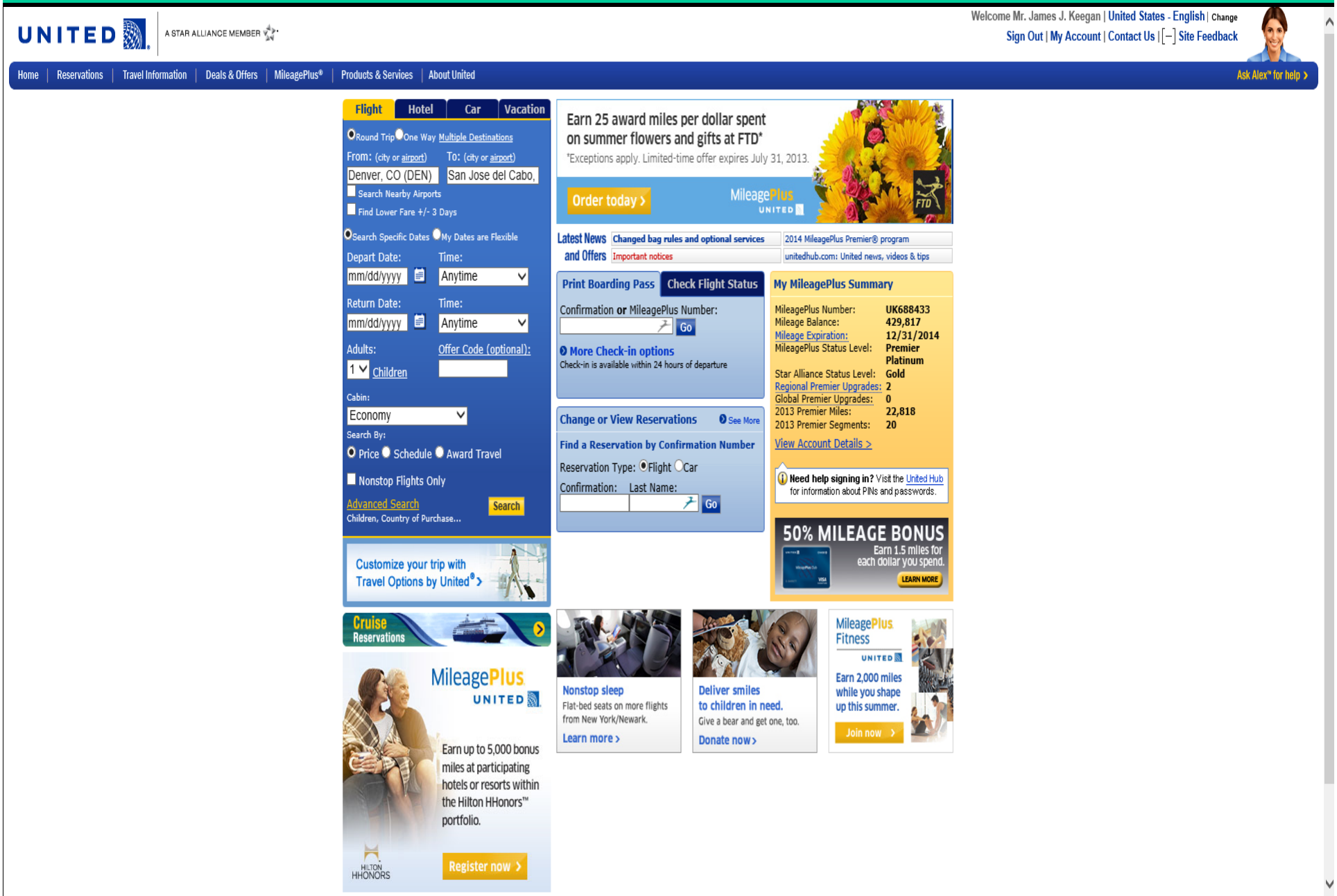
Europe: Upgrade + Save up to $55 »

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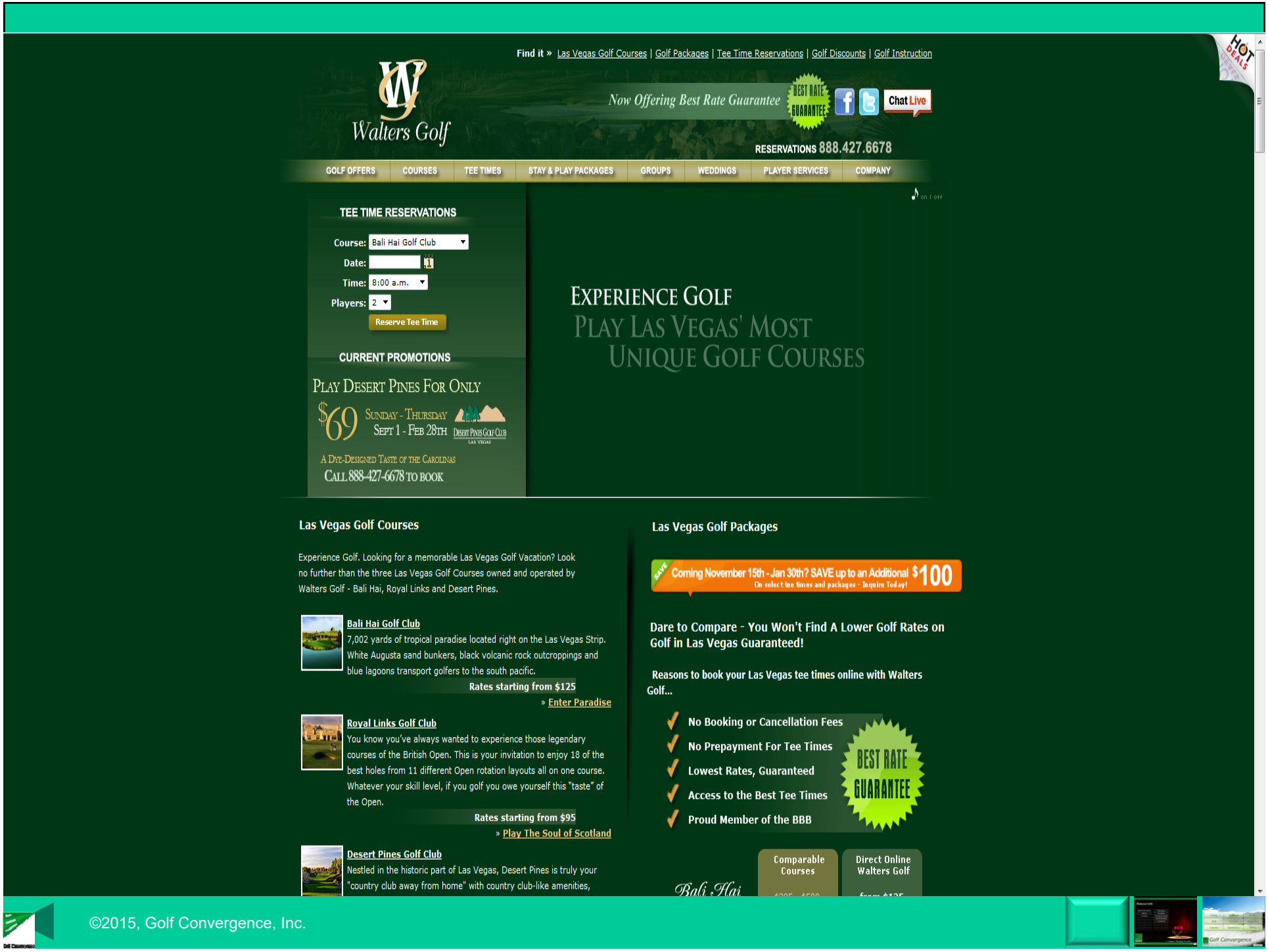
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Calgary Golf Courses - The Links of GlenEagles - Public Golf Course

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. Chec

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

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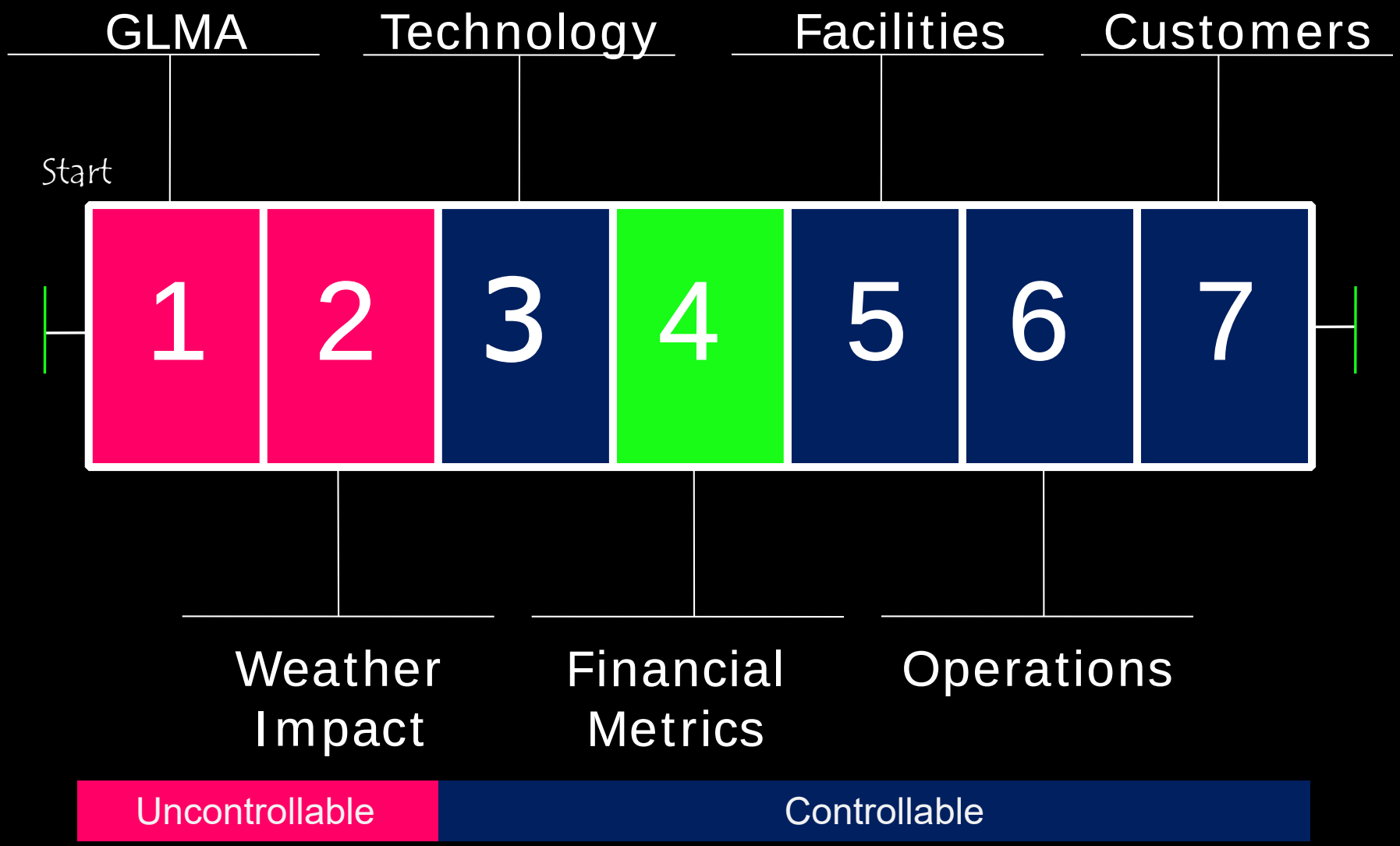
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4

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

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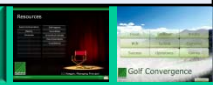


Financial Performance
Municipal Golf Courses vs. Daily Fee

	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

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Source: PGA PerformanceTrak



PGA PERFORMANCETRAK
IN COOPERATION WITH THE NGCOA

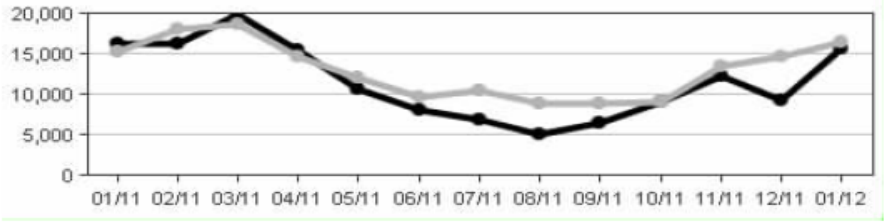
Executive Summary Report (Public & Resort Facilities)

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

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

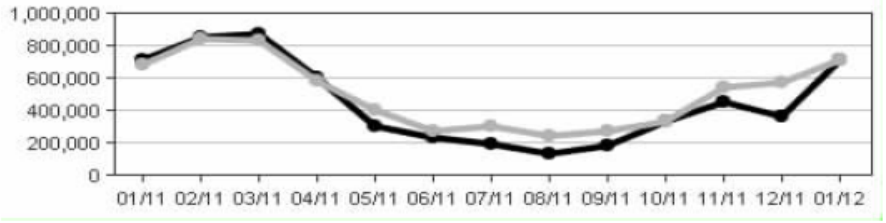
Rounds Played

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



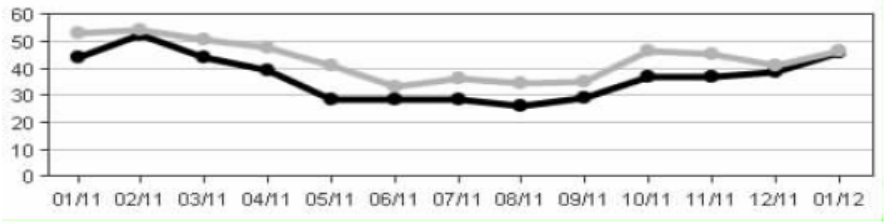
Revenue

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



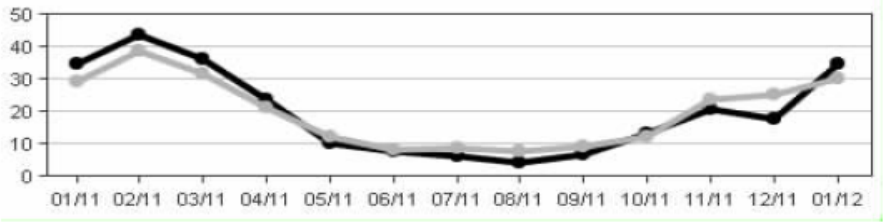
RevPur (Revenue per Utilized Rounds)

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



RevPATT (Revenue per Available Tee Time)

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



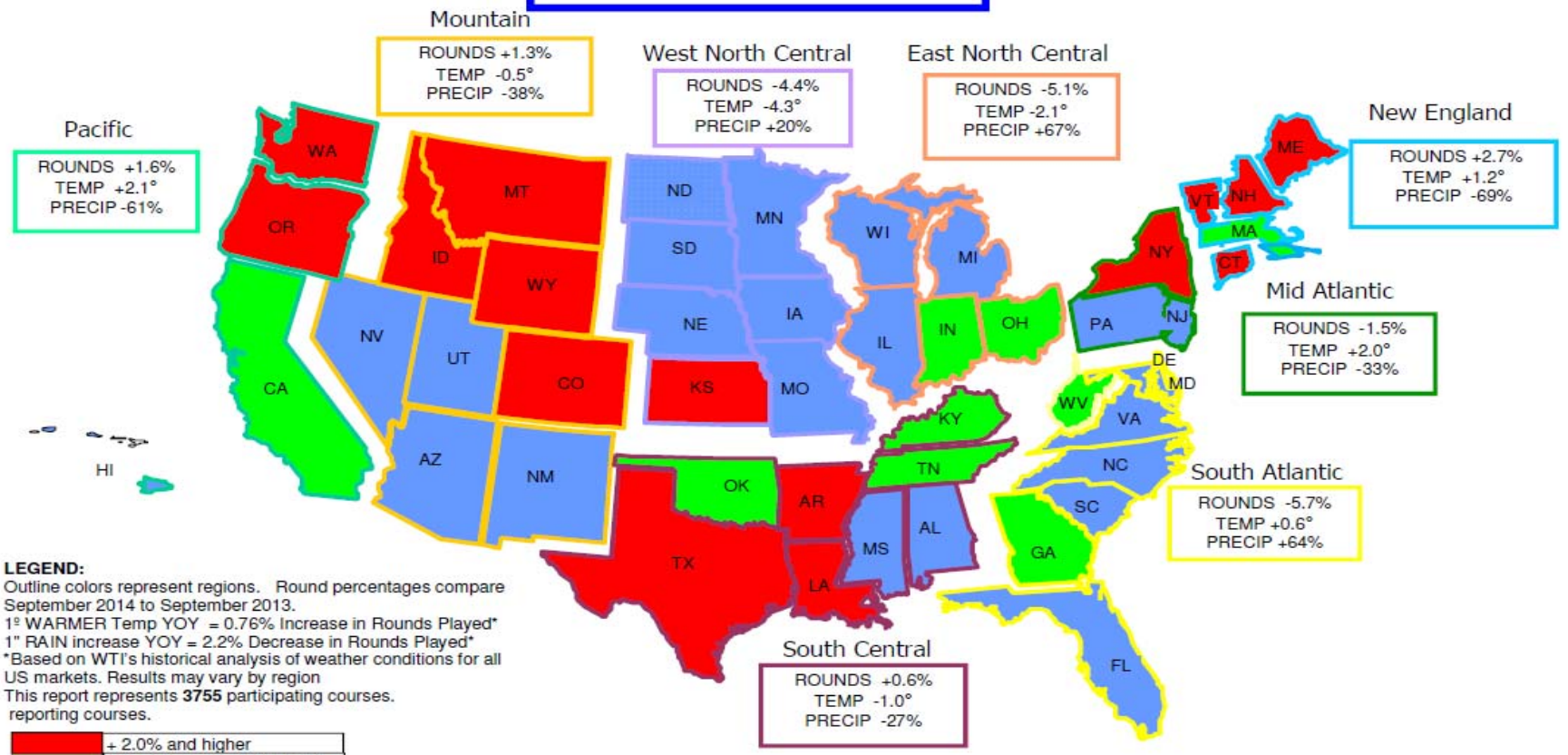
Notes:
1. YTD figures include results only for those facilities that have reported for all periods.

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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.
1º WARMER Temp YOY = 0.76% Increase in Rounds Played*
1" RAIN increase YOY = 2.2% Decrease in Rounds Played*
*Based on WTI's historical analysis of weather conditions for all US markets. Results may vary by region
This report represents **3755** participating courses.
reporting courses.

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

NGF NATIONAL GOLF FOUNDATION

GOLF Datatech LLC

POWERED BY WTI WEATHER TRENDS INTERNATIONAL

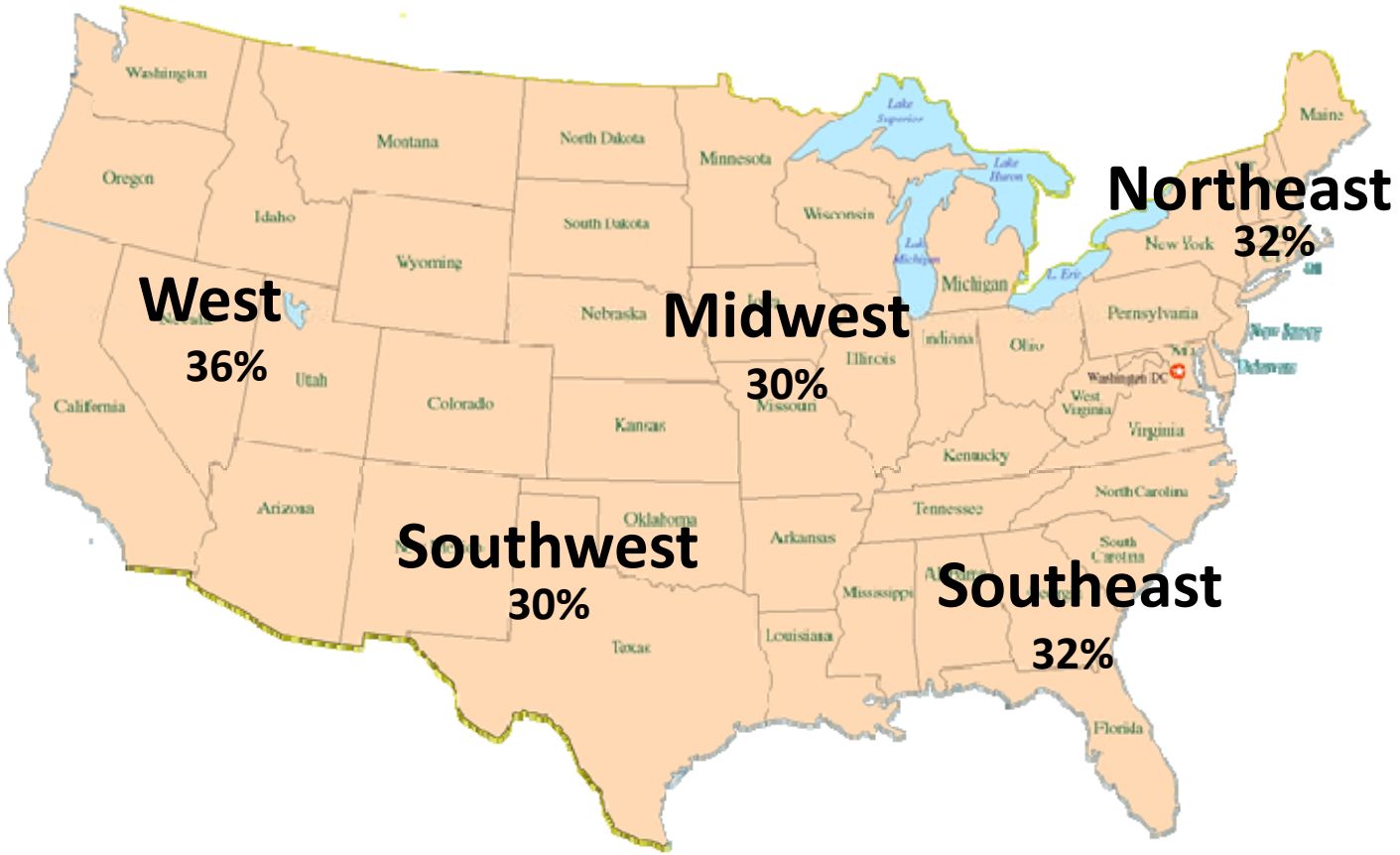
PGA PerformanceTrak in cooperation with NGCOA, the joint financial benchmarking initiative of the PGA of America and the National Golf Course Owners Association, supports the National Rounds Played Report by supplying data included in this report.

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CLUB BENCHMARKING

PARTICIPATION • KNOWLEDGE • SUCCESS

Course Maintenance as a Percentage of Available Cash
National 31%

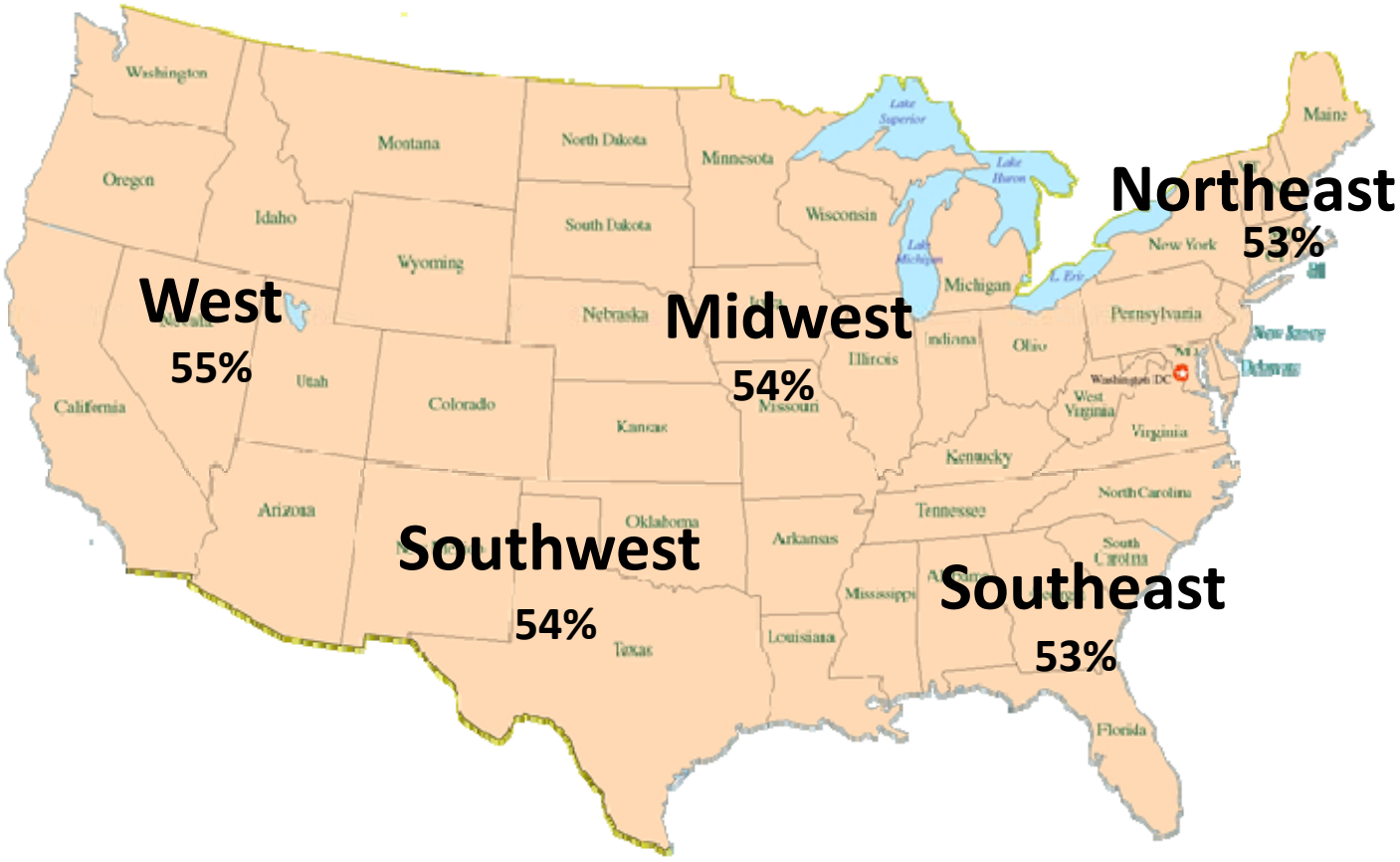


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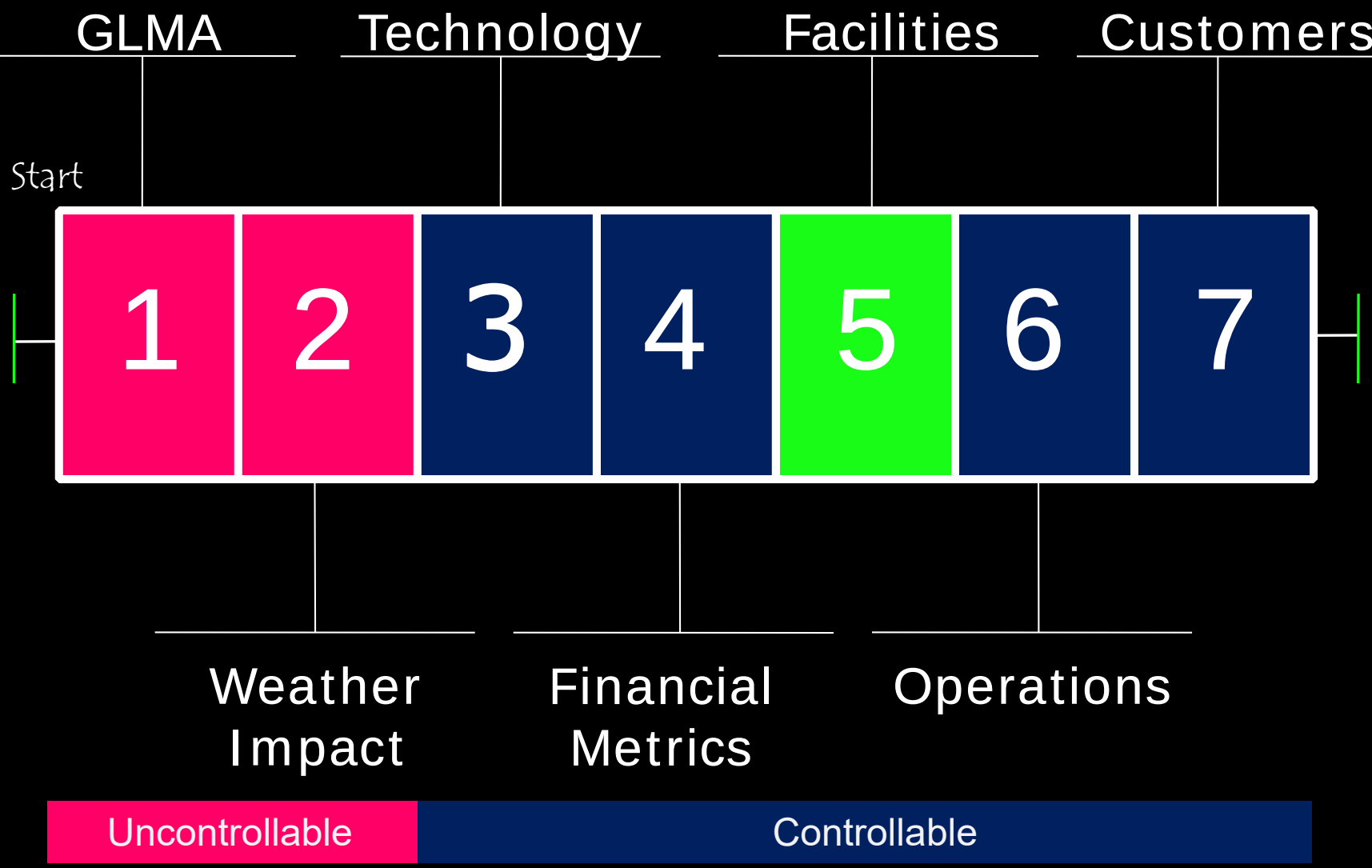
CLUB BENCHMARKING

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Payroll as a Percentage of Operating Revenue
National 54%



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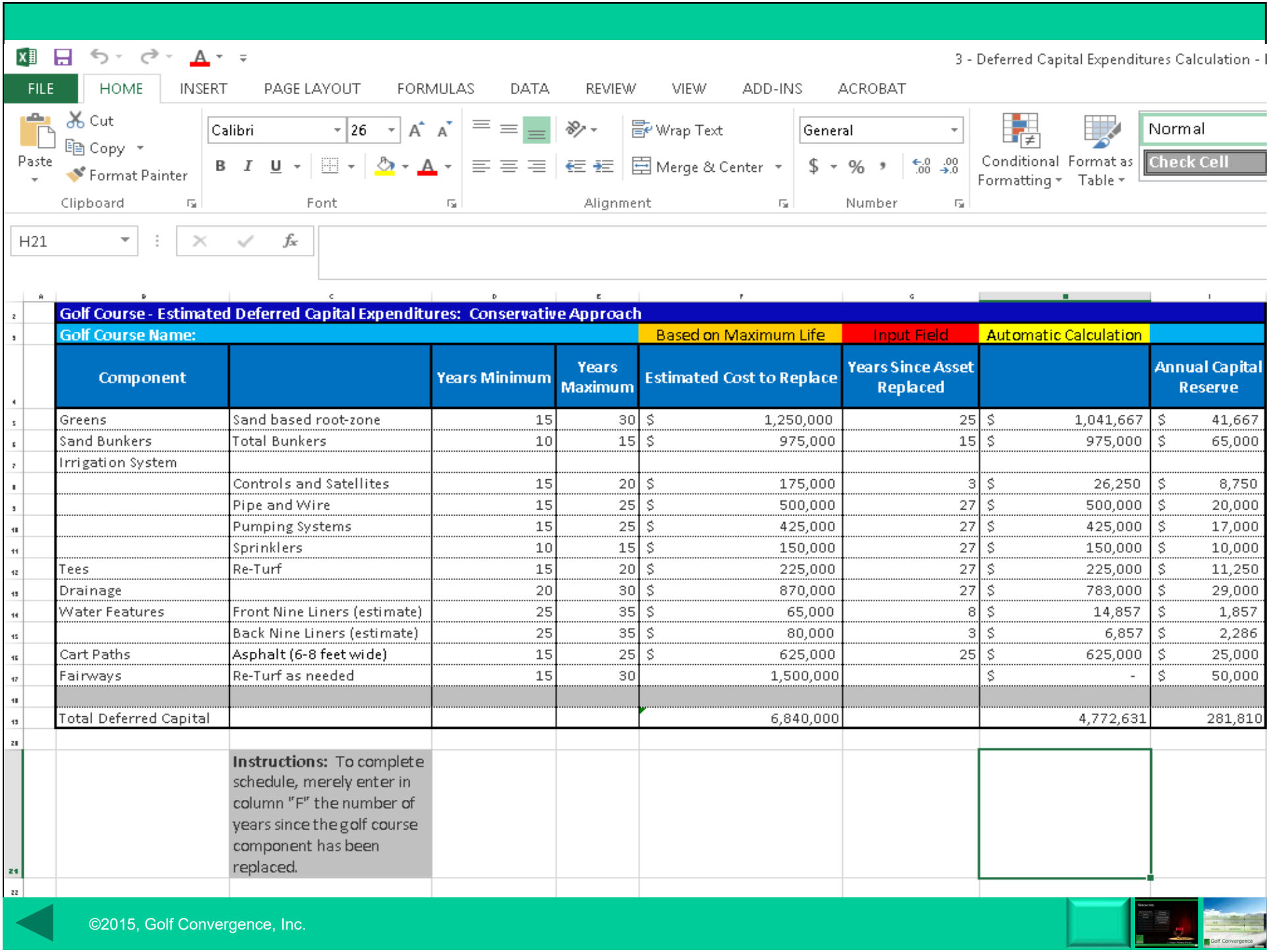
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5

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

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3 - Deferred Capital Expenditures Calculation - I

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

Cut Copy Format Painter Paste Clipboard

Calibri 26 Font

Wrap Text Merge & Center Alignment

General Number

Conditional Formatting Format as Table

Normal Check Cell

H21

Golf Course - Estimated Deferred Capital Expenditures: Conservative Approach

Golf Course Name:

Based on Maximum Life | Input Field | Automatic Calculation

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

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

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Golf Convergence *strategists - ensuring your vision becomes reality*

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 Green2X 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 Enter the

C1 Enter the

C3 - F45 Enter the

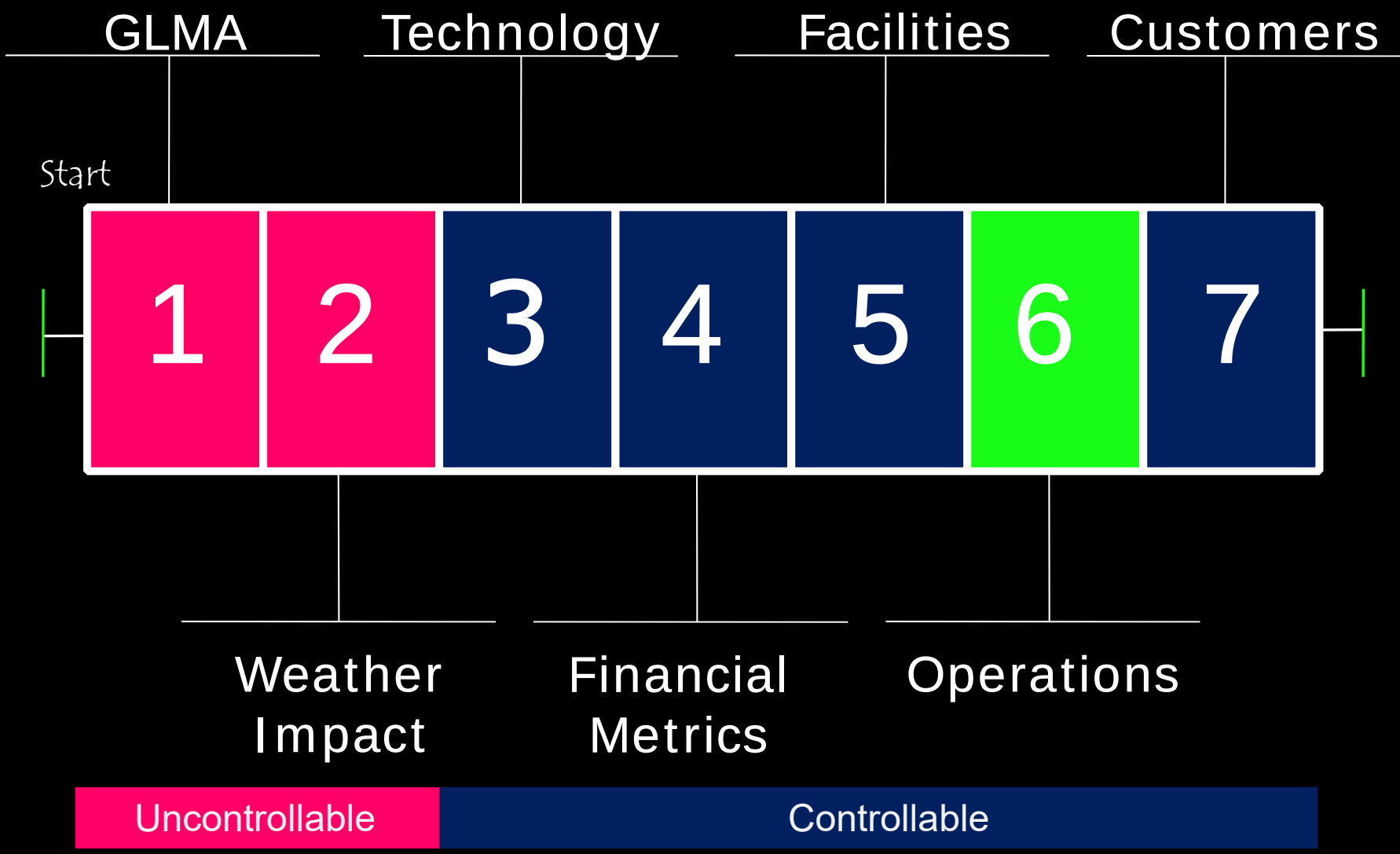
Note that by entering the data as specified, the worksheet should should automatically calculate the annual labor hours invested

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 seems 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

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6

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

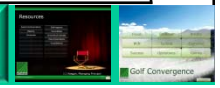
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The Assembly Line of Golf

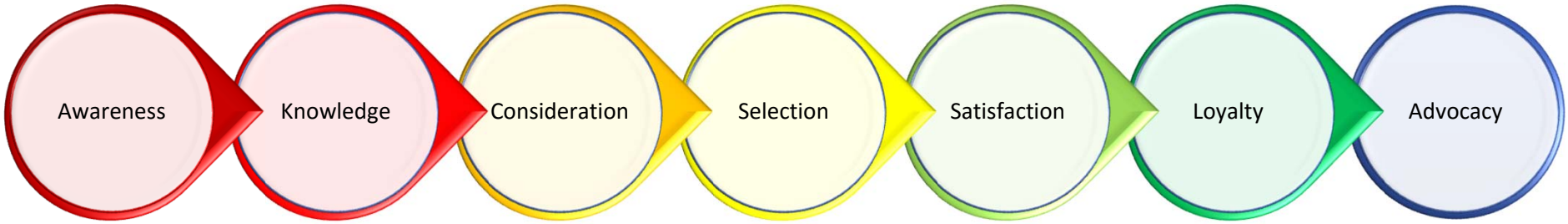
Touch Point	Municipal	Daily Fee	Military	Resort	Private Club
Reservations	■	■	■	■	■
Club Entrance			■	■	■
Bag Drop		■		■	■
Locker Room					■
Pro Shop	■	■	■	■	■
Cart	■	■	■	■	■
Range	■	■	■	■	■
Starter	■	■	■	■	■
Course	■	■	■	■	■
Beverage Cart Attendant	■	■	■	■	■
Half Way House	■	■		■	■
Cart Return		■		■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

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Creating a Sustaining Brand

Pre-Purchase | Purchase | Post Purchase



Drivers The Influence Customer Loyalty

- ✓ Word of Mouth
- ✓ Email Communication
- ✓ Corporate Web Site
- ✓ Social Media
- ✓ Condition
- ✓ Course Layout
- ✓ Price
- ✓ Brand Image
- ✓ Customer Experience
- ✓ Compliant Resolution
- ✓ Customer Surveys
- ✓ Staff Interaction

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54%

YOUR GOLF COURSE SCORE, AS A PERCENTAGE.

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

Step 1 - Reservations	Description	
	Touch tone Telephone	☑
	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

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$124.30 ← FAIR MARKET VALUE FOR GREEN FEE, BASED ON CUSTOMER EXPERIENCE DERIVED. — Select → Course Type: Municipal

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

Step 1 - Slope	Description	
Select Slope Rating for Your Course from the Back Tees (Select Only One)	Under 113	☐
	114 – 120	☐
	121-125	☐
	126-130	☐
	131-135	☐
	136 – 140	☑
	141-145	☐
	Over 145	☐

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

Cover | Registration | Value

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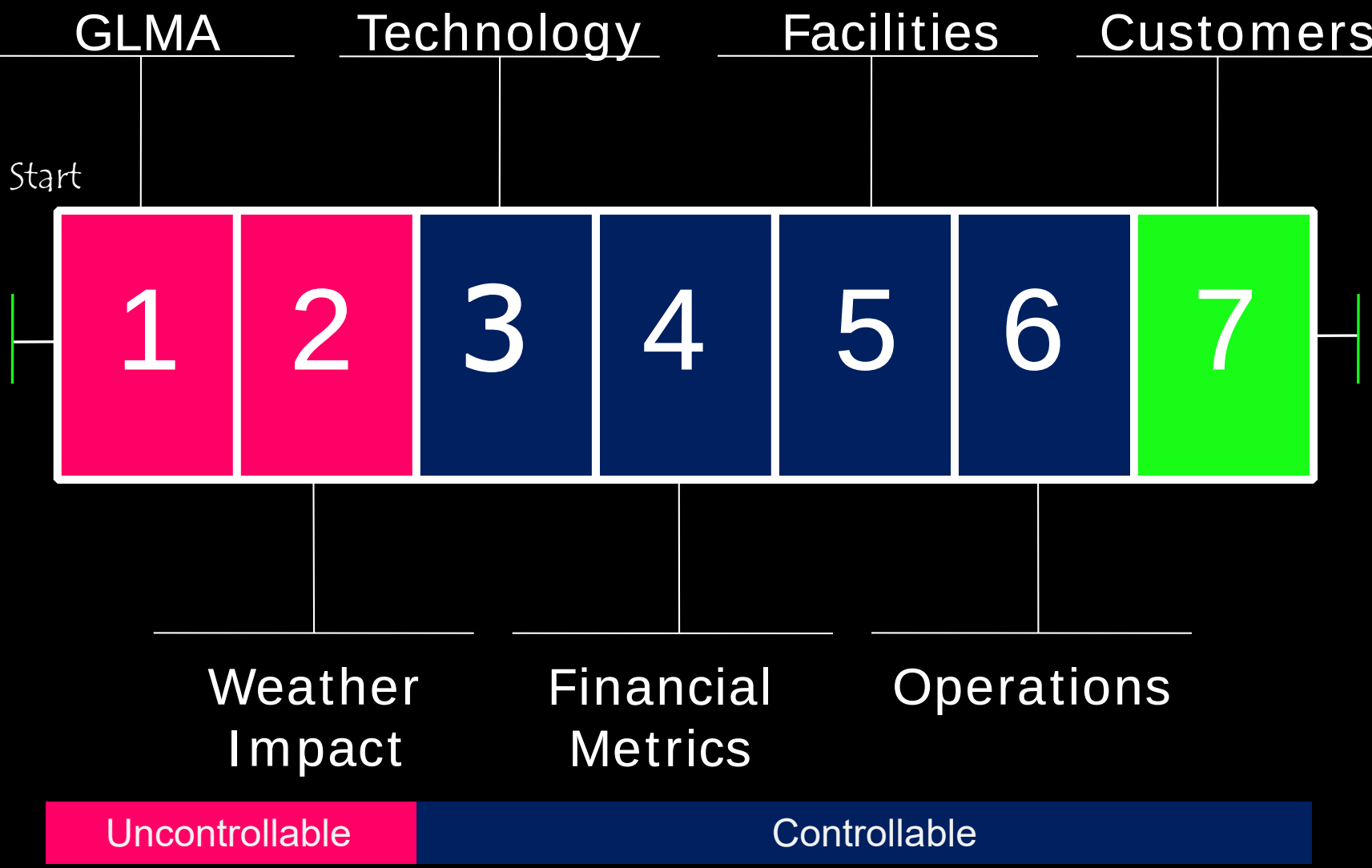


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7

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

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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.")

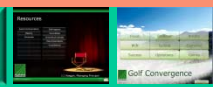
The Calculation (Fred Reichheld)

10 + 9 – 6 -5- 4- 3- 2- 1- 0

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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

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Does the Process Work

DID YOU KNOW



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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

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Does the Process Work?

Participant Response

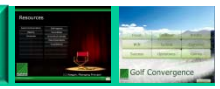
"Participating in the Clemson Study with Golf Convergence was one of the best moves we made in 2013. Our company strives to be on the cutting edge, and we do many creative and unique things.

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
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President
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dratcliffe@earthlink.net

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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
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(210) 268-5110 Cell

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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!!

CRYSTAL MOUNTAIN

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So, what does it all mean?



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DID YOU KNOW



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Focus

A

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Focus

Action

D

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Focus

Action

Decision

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What's Important Now



2 1 3

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Got Any



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



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