



# METROPOLITAN GOLF ASSOCIATION

THE MGA...SO YOU CAN PLAY

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MEMBERSHIP | HANDICAPPING | CHAMPIONSHIPS | RULES | COURSE DIRECTORY | FOUNDATION | COMMUNICATIONS | NEWS



MetLife



## YOUNG HEADS TO SCOTLAND

Cameron Young will represent the US at the Junior Ryder Cup beginning Monday. [More](#) | [Coverage](#)



### MGA CENTRAL

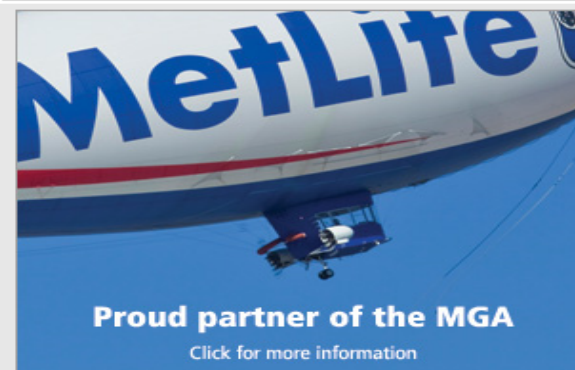
SCOREBOARD CREATIONS

DOWNLOAD UPDATED MY MGA CLUB APP

2014 CHAMPIONSHIP SCHEDULE | REGISTER

POST SCORE | HANDICAP LOOKUP

BECOME A MEMBER | E-REVISION SIGN UP



Proud partner of the MGA

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## RECENT HEADLINES

- Scarsdale's James Nicholas Does It All - LoHud (9/19)
- Anthony Casalino Shoots Final-Round 66 to Win Lincoln Met PGA Title - LoHud (9/17)
- US Senior Am Notebook: Small Befuddled Despite Advancing - USGA (9/14)
- Morgan Hoffmann making late run in FedEx Cup Playoffs - USA Today (9/8)
- FedExCup: Hoffmann is East Lake Bound - PGA TOUR (9/8)

[More News](#)

## PUBLICATIONS



Our digital-only publication features brief stories and stunning photos. [Current Issue](#)



[Archives](#) | [Advertising](#)

The Met Golfer, the award-winning official publication of the Metropolitan Golf Association. [Current Issue](#)

## MGA CHAMPIONSHIPS

**Calendars:** 2014 MGA Championships

**2014 Results:** MGA and Met Area Championships

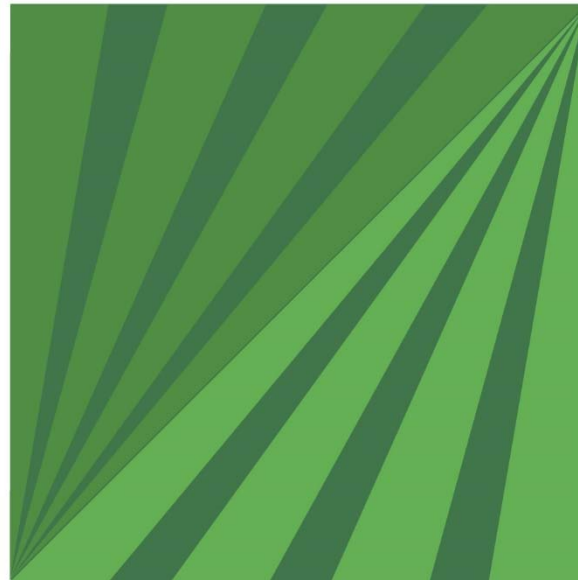
**History:** Past MGA champions and host sites

**Records:** See whose name is etched in MGA lore

## UPCOMING EVENTS

- MGA/MetLife Women's Four-Ball SQR**  
Monday, September 22, Minisceongo  
Pomona, NY [Pairings](#)
- MGA/MetLife Women's Four-Ball SQR**  
Tuesday, September 23, Birchwood  
Westport, CT [Pairings](#)





**Golf Convergence**  
**Business of Golf University**  
A RESOURCE FOR GOLF INDUSTRY  
PERSONNEL SEEKING EXCELLENCE



# The Winning Playbook For Golf Courses

September 30, 2014



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, Kokanee Springs, MacDonald Island Park, Minneapolis Park Board, Talking Stick Resort, Trilogy
- ◆ Memberships: **CMAA** –inactive (305 hours), NGF, GCSAA
- ◆ Speaker: NGCOA – Canada, Clemson PGM, NGCOA, GCSAA, NRPA
- ◆ Webinar Host: Clemson University, Keiser College, Holland College, Golf Academy, Professional Golfers Career College, University of Wisconsin
- ◆ Golf Magazine Panelist: **Visited 4,000+ golf courses** in 46 of the 200 countries, **played 1,600+** of the world's 33,000 courses.
- ◆ Education: **BBA** – TCU, **MBA** – University of Michigan
- ◆ Licensing: **CPA**, inactive
- ◆ Author: “*The Business of Golf: What Are You Thinking?*” (A Basic Primer) – 16 countries, 3850+ copies sold, 15 Colleges and Universities
- ◆ Author: “*The Business of Golf: Why? How? What?*” (Seasoned Professionals) – Published December 2013
- ◆ Panelist: Golf Magazine Top 100 Golf Courses in the World
- ◆ Accomplishments: **Boosting EBITDA by > 12% of gross revenue**



**During the course  
of this presentation...**





# Today's Game Plan





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

—Shunryu Suzuki





DID YOU  
KNOW

The Business of Golf:  
A Dissertation





# 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.

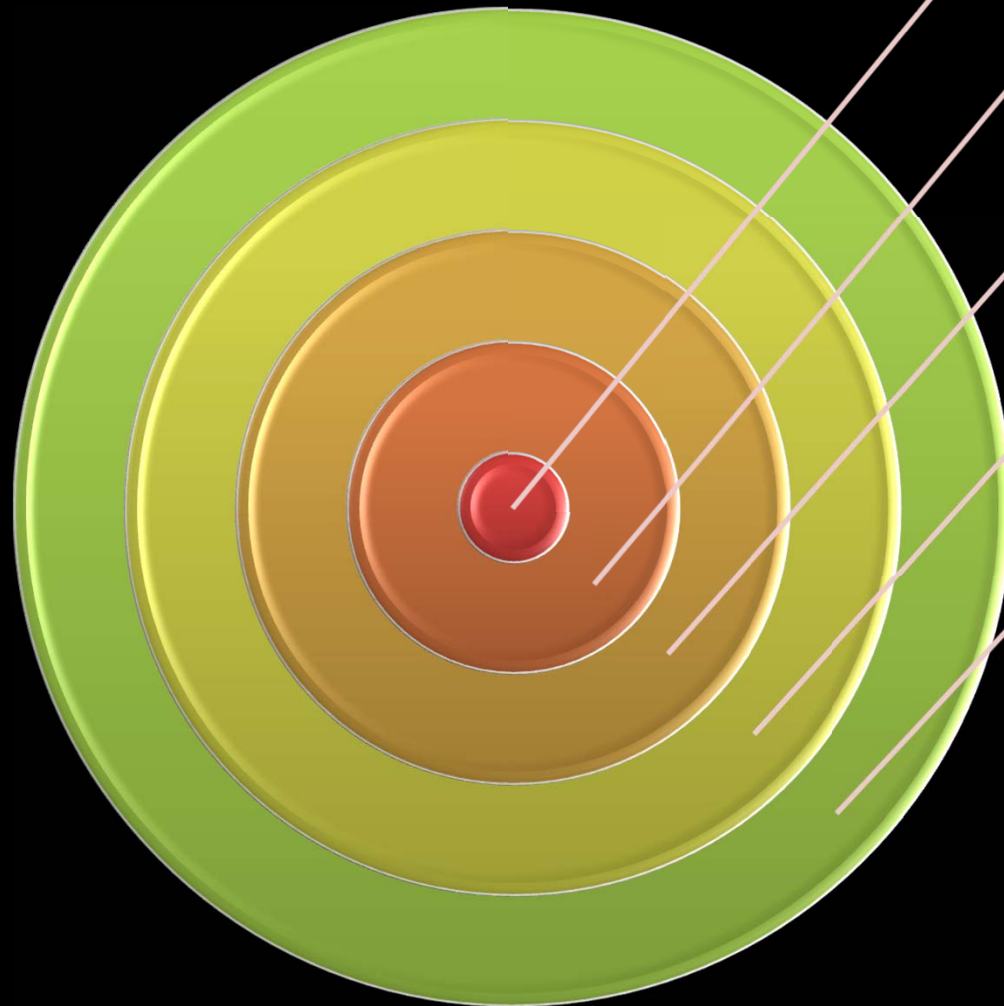
Observation #6 - Capital reserves are underfunded.

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, <10 Miles 75%, MHI \$45,000 - \$65,000, Typical Age & Ethnicity, 1,600 - 2,000 Golfers Per 18

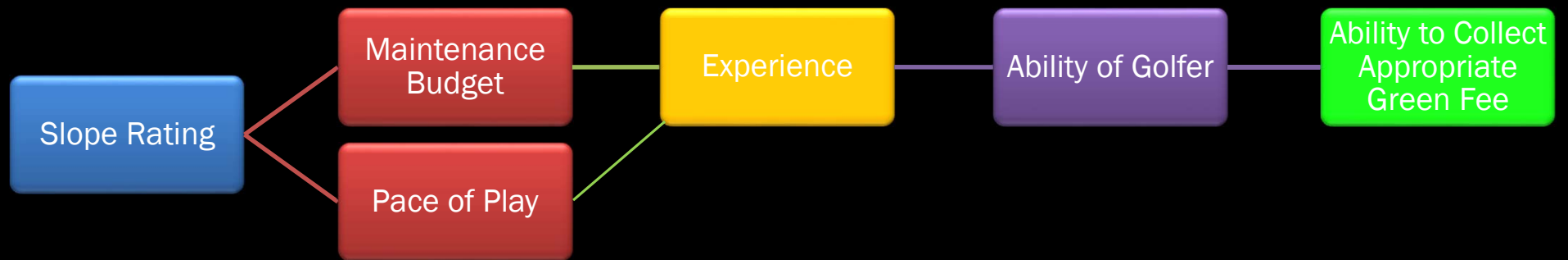
Demand Exceeds Supply

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

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

Ambience: Ocean, Mountain, Amenities, Clubhouse, Championships







# Green Fee Should Equal

.0001% of Maintenance Budget

Average Municipal Budget \$450,000

Average Green Fee = \$45



# Green Fee Should Equal

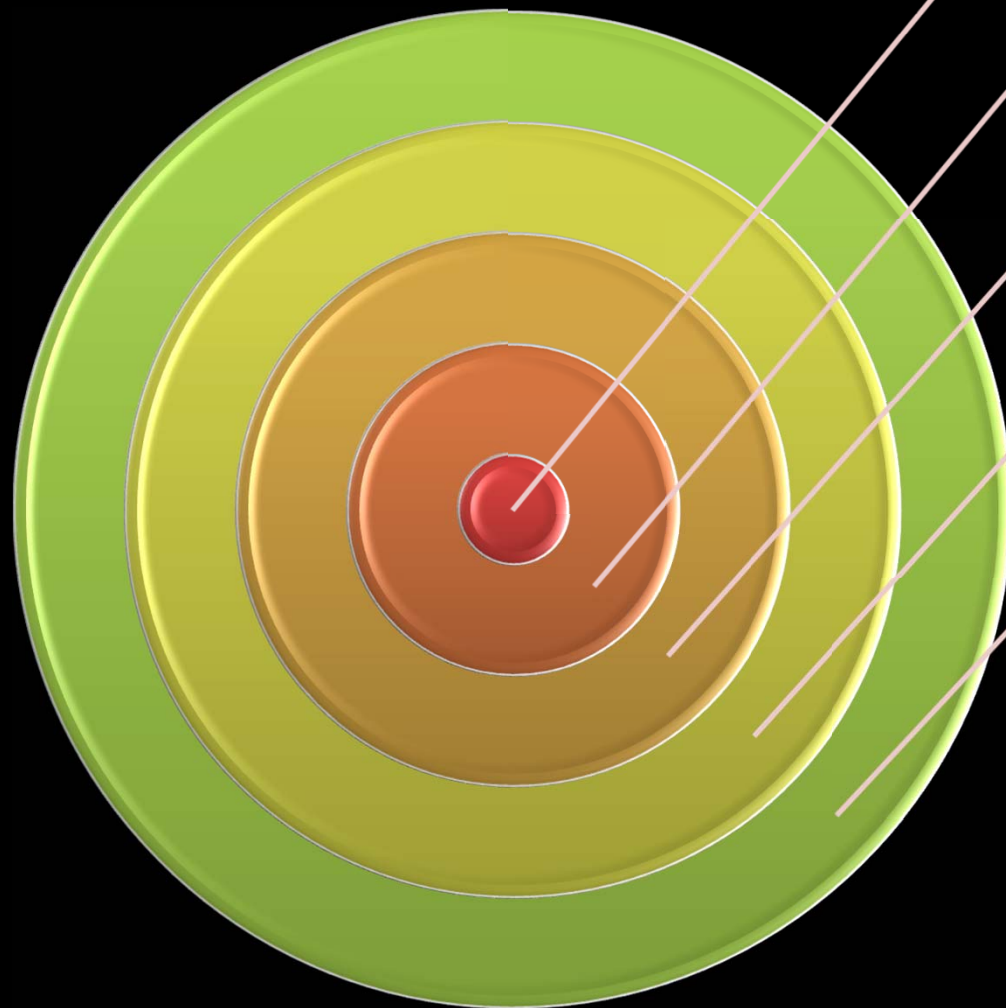
.00084% of Median Household Income

Average Median Household Income:  
\$53,214

Average Green Fee: \$45.05



# 80%



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






















## Demand Exceeds Supply

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

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

Ambience: Ocean,  
Mountain, Amenities,  
Clubhouse,  
Championships



 Pre Test Survey.pdf	7/20/2014 1:32 PM	Adobe Acrobat Document	222 KB
 Step 1 - Geographic Local Market Analysis EXCEL 2013 64 BIT.xlsm	4/4/2014 1:07 PM	Microsoft Excel Macro-Enabled Worksheet	471 KB
 Step 1 - Vision - Private.pdf	7/20/2014 1:53 PM	Adobe Acrobat Document	397 KB
 Step 1 - Vision - Public.pdf	7/20/2014 1:51 PM	Adobe Acrobat Document	221 KB
 Step 1A - Vision - Private.pptx	7/20/2014 1:49 PM	Microsoft PowerPoint Presentation	301 KB
 Step 1B - Vision - Public.pptx	7/20/2014 1:52 PM	Microsoft PowerPoint Presentation	140 KB
 Step 2 - Weather Playable Days EXCEL 2013 64 BIT.xlsm	4/4/2014 1:09 PM	Microsoft Excel Macro-Enabled Worksheet	242 KB
 Step 3 - Technology Integration Checkpoint EXCEL 2013 64 BIT.xlsm	4/4/2014 1:13 PM	Microsoft Excel Macro-Enabled Worksheet	314 KB
 Step 4 - Cash Flow Forecast -Five Year- Daily Fee and Municipal EXCEL 2013 64 BIT.xlsm	4/4/2014 1:19 PM	Microsoft Excel Macro-Enabled Worksheet	316 KB
 Step 4 - Cash Flow Forecast-Five Year-Private Club and Resort EXCEL 2013 64 Bit.xlsm	4/4/2014 1:25 PM	Microsoft Excel Macro-Enabled Worksheet	390 KB
 Step 4 - Green Fee Calculator - Complex - Quantitative EXCEL 2013 64 BIT.xlsm	4/4/2014 1:29 PM	Microsoft Excel Macro-Enabled Worksheet	290 KB
 Step 4 - Green Fee Yield - Revenue Modeling Exercise EXCEL 2013 64 BIT.xlsm	4/4/2014 1:32 PM	Microsoft Excel Macro-Enabled Worksheet	337 KB
 Step 4 - Season Pass - Fair Fee EXCEL 2013 64 BIT.xlsm	4/4/2014 1:35 PM	Microsoft Excel Macro-Enabled Worksheet	283 KB
 Step 4 - Season Pass Sensitivity Analysis EXCEL 2013 64 BIT.xlsm	4/4/2014 1:38 PM	Microsoft Excel Macro-Enabled Worksheet	307 KB
 Step 5 - Annual Golf Maintenance Labor Scheduler EXCEL 2013 64 BIT.xlsm	4/4/2014 1:40 PM	Microsoft Excel Macro-Enabled Worksheet	283 KB
 Step 5 - Deferred Capital Expenditures Calculations EXCEL 2013 64 BIT.xlsm	4/4/2014 1:43 PM	Microsoft Excel Macro-Enabled Worksheet	284 KB
 Step 5 - Equipment Template EXCEL 2013 64 BIT.xlsm	4/4/2014 1:45 PM	Microsoft Excel Macro-Enabled Worksheet	339 KB
 Step 5 - Weekly Golf Maintenance Labor Scheduler EXCEL 2013 64 BIT.xlsm	4/4/2014 2:30 PM	Microsoft Excel Macro-Enabled Worksheet	342 KB
 Step 6 - Customer Value Experience EXCEL 2013 64 BIT.xlsm	4/4/2014 2:02 PM	Microsoft Excel Macro-Enabled Worksheet	311 KB
 Step 6 - Golf Course Checklist - Secret Shopper EXCEL 2013 64 BIT.xlsm	4/4/2014 2:04 PM	Microsoft Excel Macro-Enabled Worksheet	378 KB
 Step 7 - Customer Survey and Preferences.pdf	7/20/2014 1:14 PM	Adobe Acrobat Document	223 KB



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# DID YOU KNOW

The Barriers









# We Create Walls to Protect our Vulnerability

## Supply

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

## Weather

- Rain, Snow, Sleet, Wind: Unpredictable Variability

## Technology

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

## Time Crunched Culture

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

## Expenses

- Water, Electricity, Fertilizer, Labor, Benefits







# Fact 1



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

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



# Fact 2



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



# Fact 3



The **politics** of “government”  
contribute to and **emasculate** the  
ability of a golf course to be  
managed as a **professional  
business.**







# DID YOU KNOW

Common Ground





**Believe**



Office DEPOT

SIMONSINEK

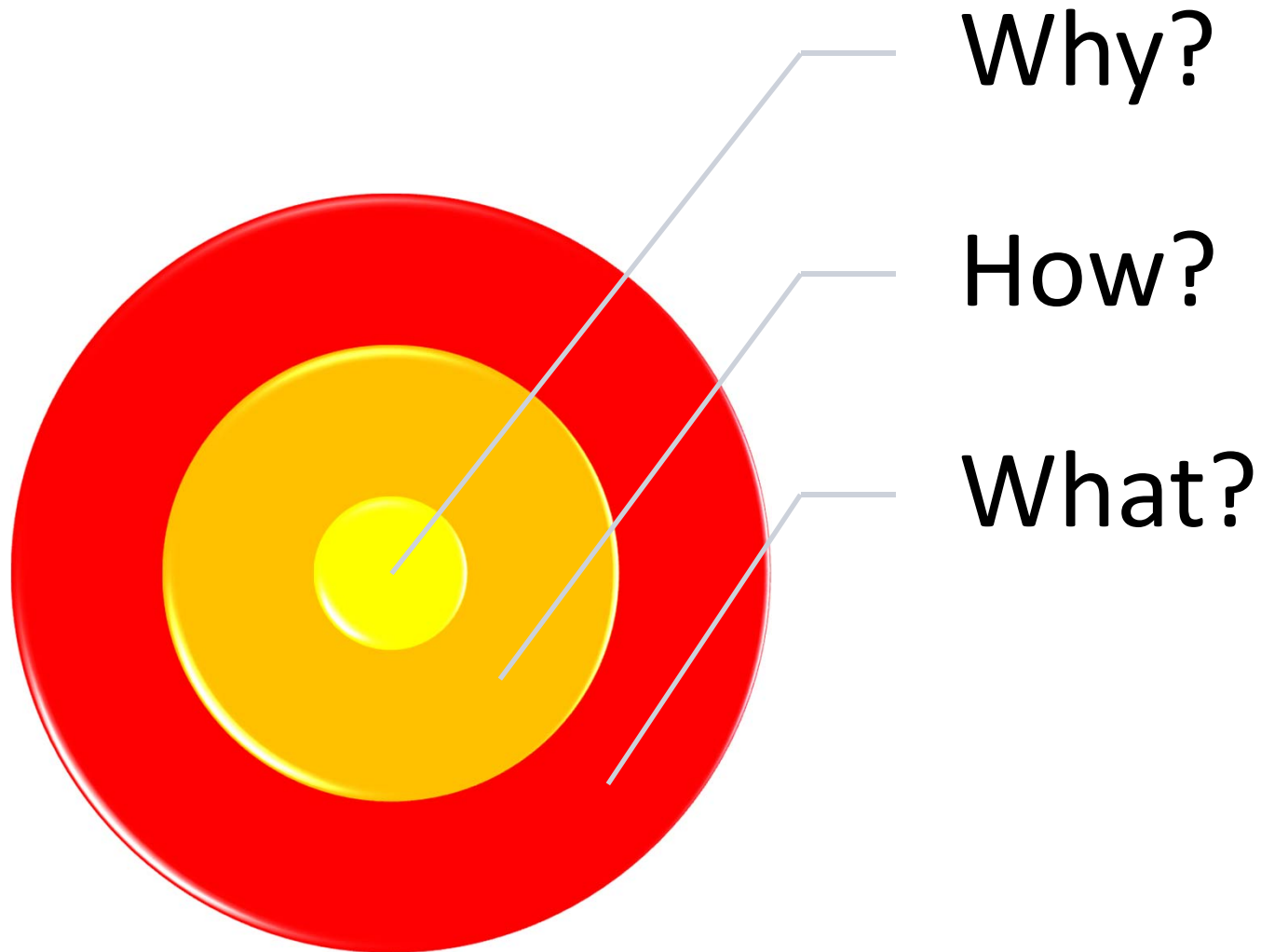


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The Golden Circle of Communication™  
Simon Sinek





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

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

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

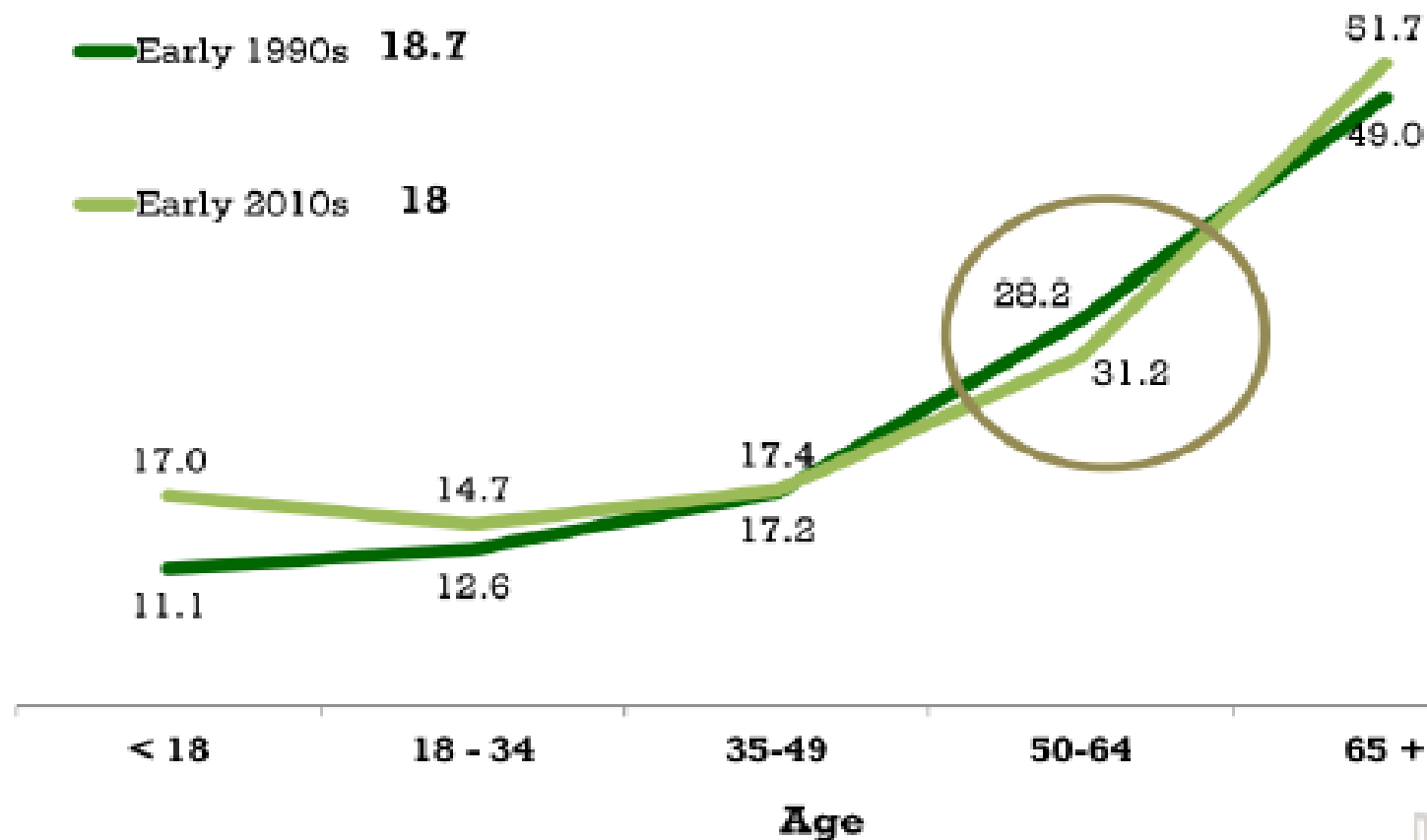
Few companies are able to clearly articulate WHY.

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

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



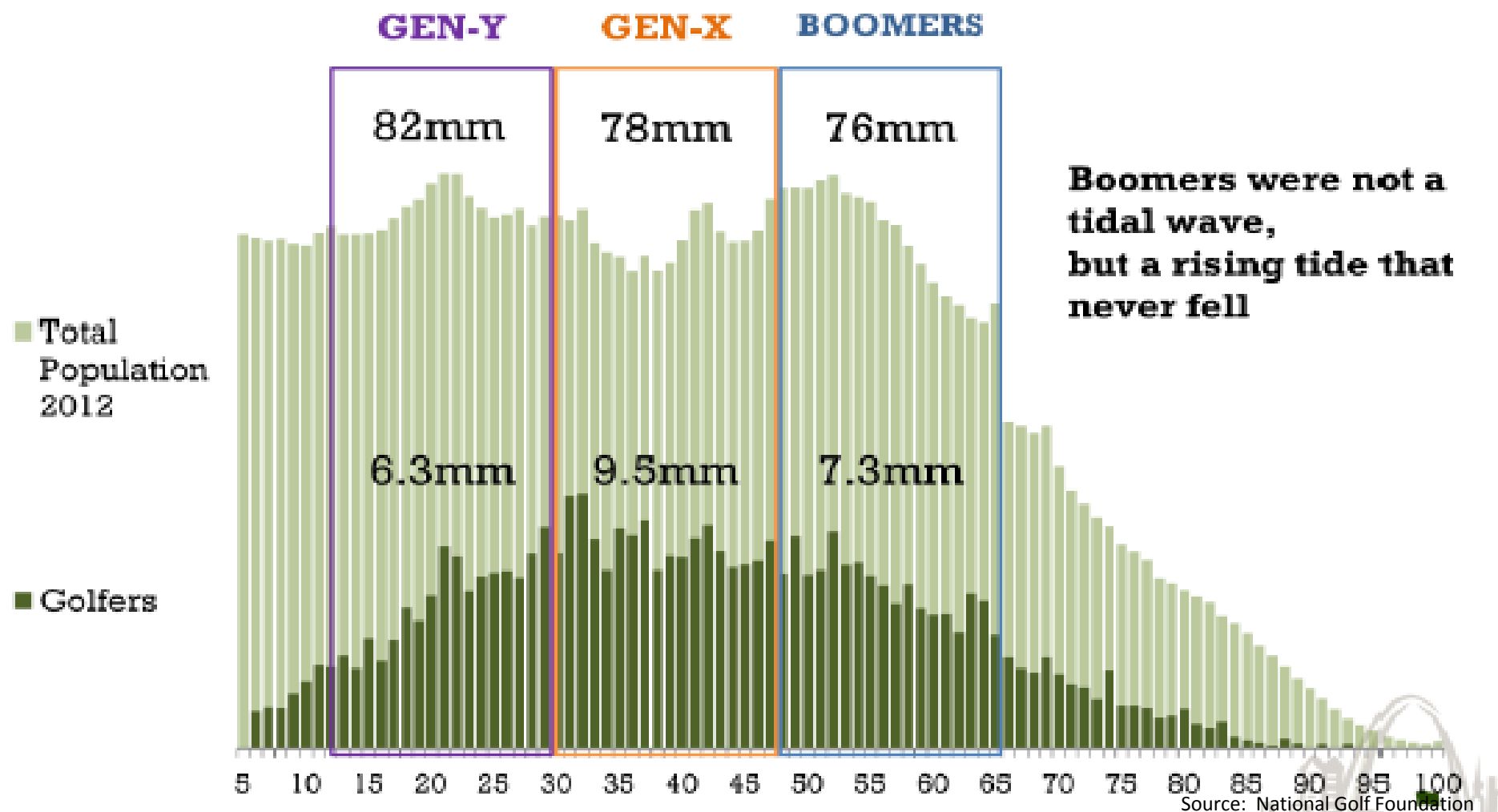
# Average rounds played



Source: National Golf Foundation



# Population by age





# Future of Golf

80% - 60%

20% - 40%

## Traditional

## Casual

Athletic Competition

Preserve Elitism

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

Diversify Cultures,  
Music, Loosen  
Dress Standards

Amateur and  
Professional  
Championships

Exclusive Clubs  
With High Initiation  
Fees and Dues

Better Market  
Segmentation of  
Experience

Golf Boys 2.0 Live  
Feherty Live



**Value = Experience - Price**





A close-up photograph of a white golf ball resting on a lush green grassy surface. The ball is positioned in the center-right of the frame, slightly below the horizontal midpoint. The grass blades are sharp and detailed in the foreground, while the background is softly blurred, creating a sense of depth. The lighting is bright, casting a slight shadow from the ball onto the grass.

**Experience > Price**

**Financial Prosperity**





# Price > Experience

May you rest in peace





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



*Investment Return*

*Community Asset*



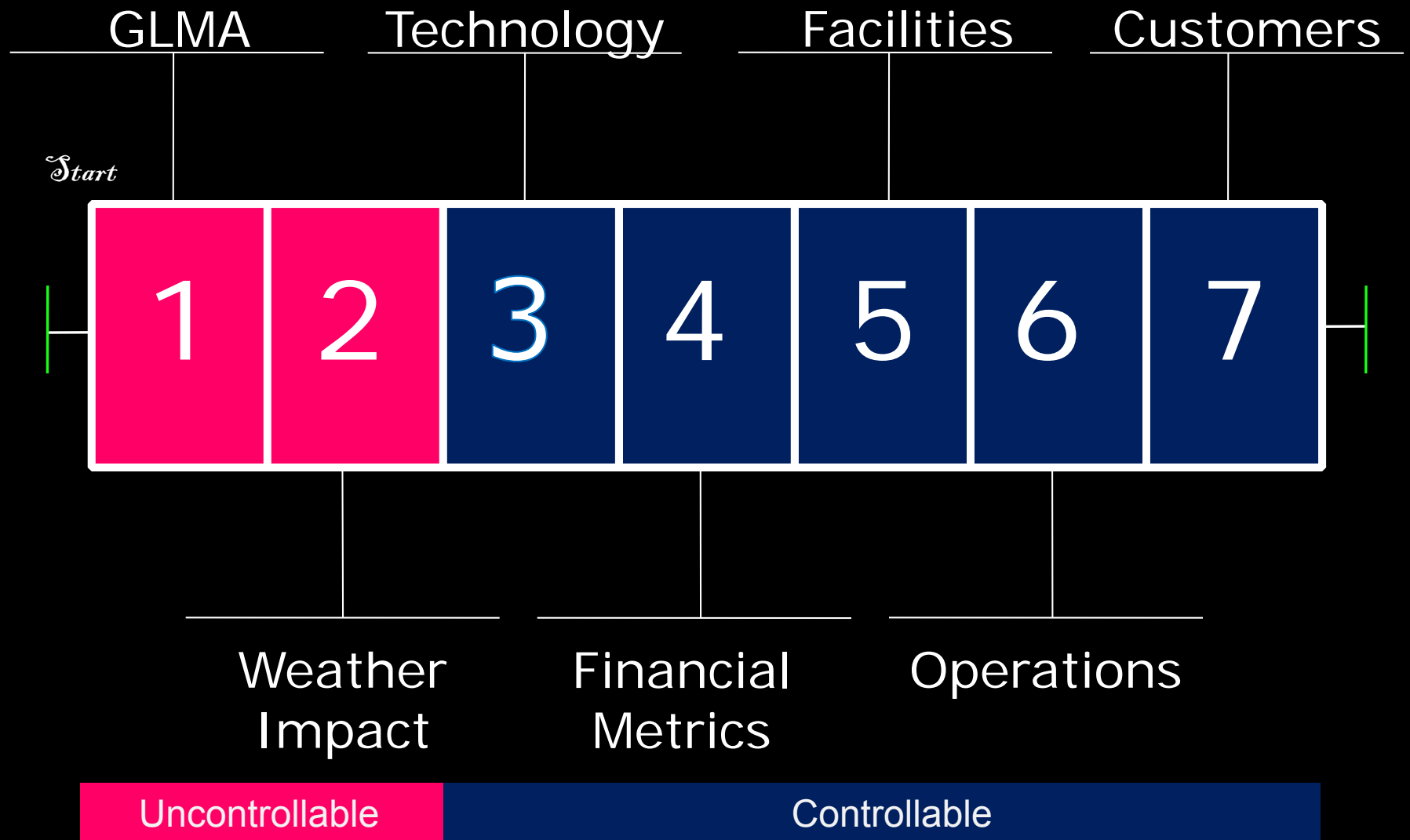


DID YOU  
**KNOW**

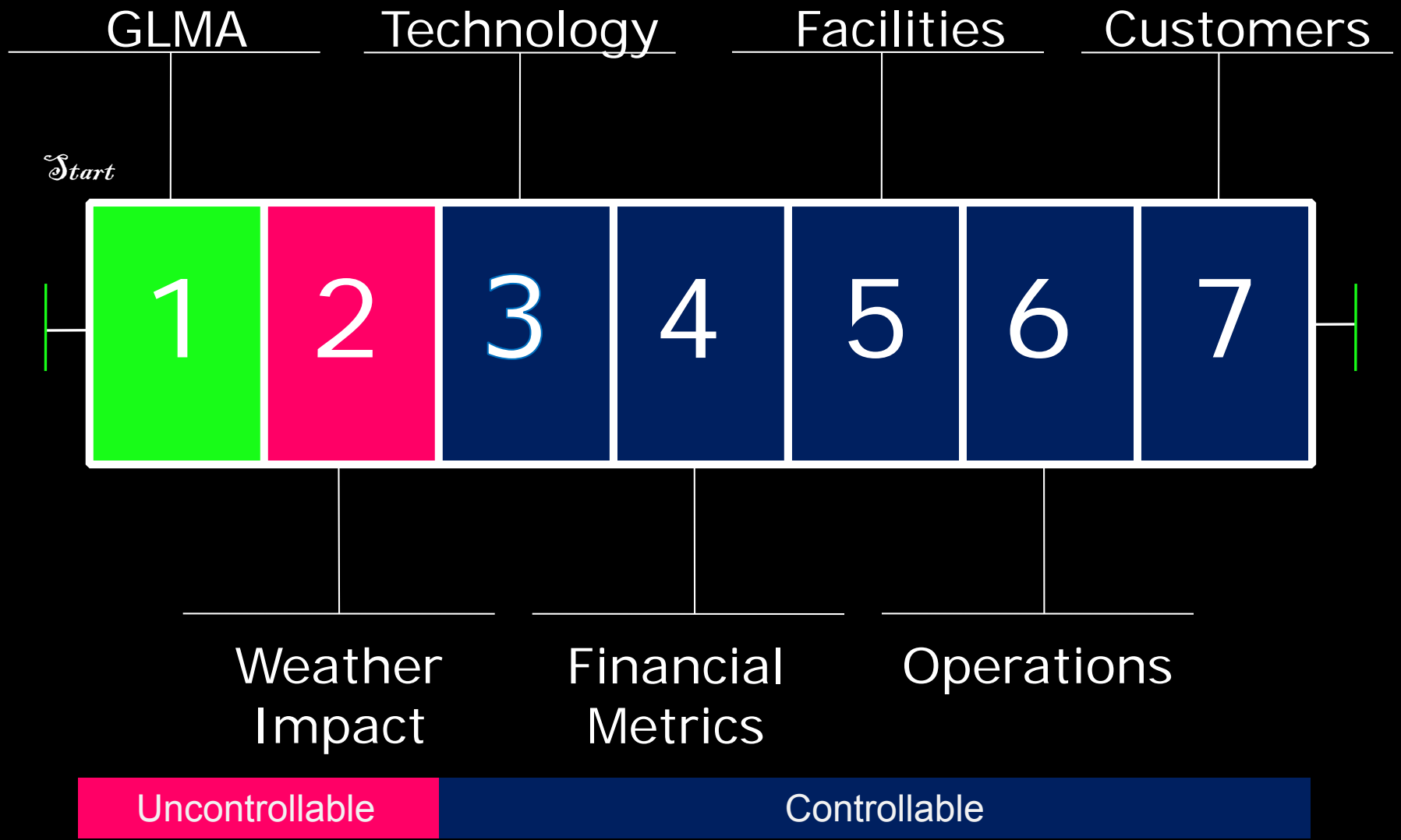
The Formula













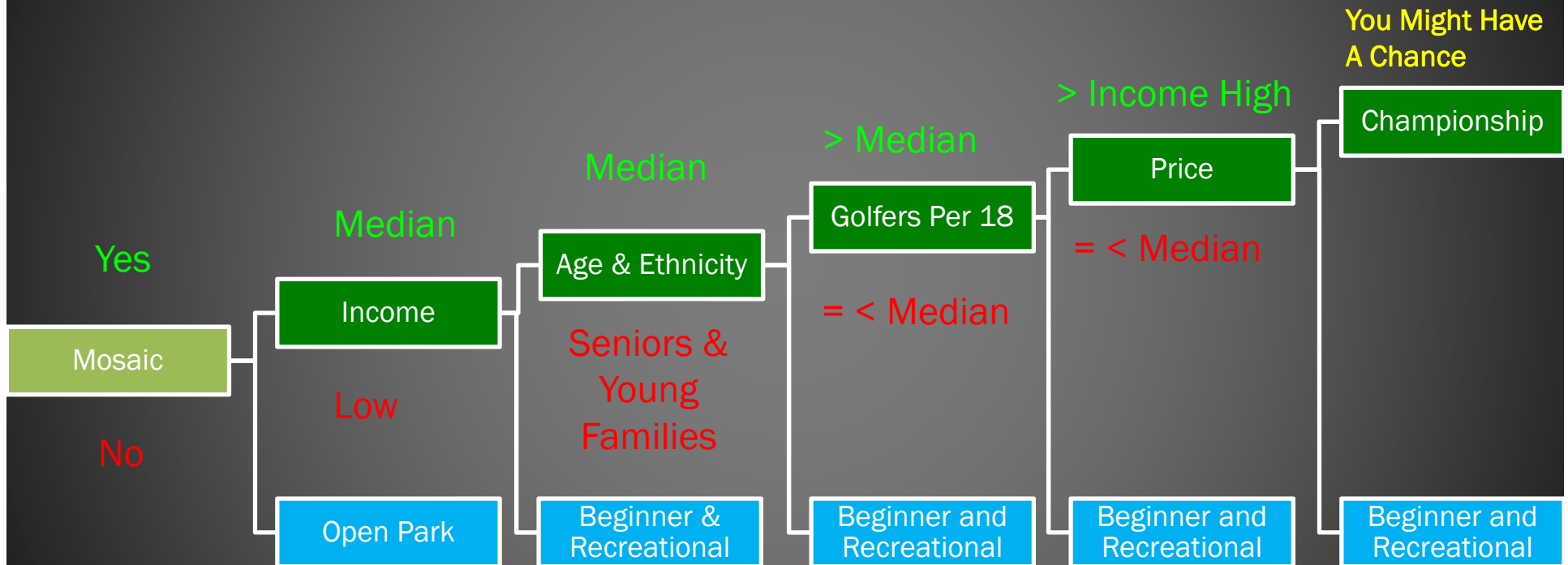
# 1

## Six Numbers Define the Potential of Your Golf Facility



# The Critical Path

## The Barriers to A Fiscally Sustainable Championship Golf Course



Western Illinois, Fernie, Charlotte, Columbus

Bloomington, Crystal Mountain, Pine Meadow, San Antonio, Brooklyn Park, Oak Creek

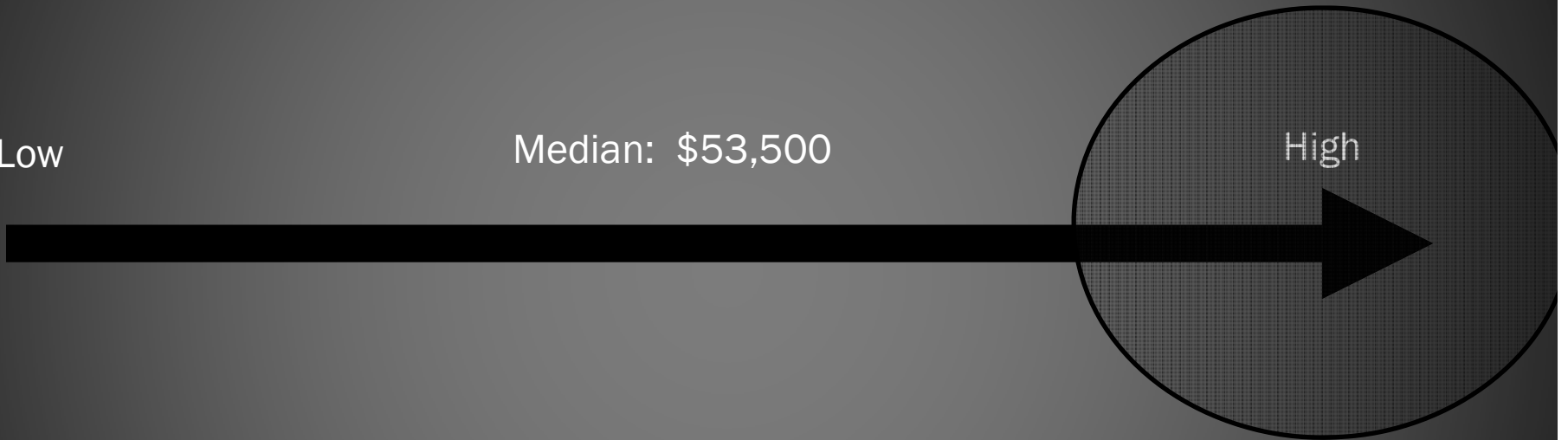


# Income

Low

Median: \$53,500

High



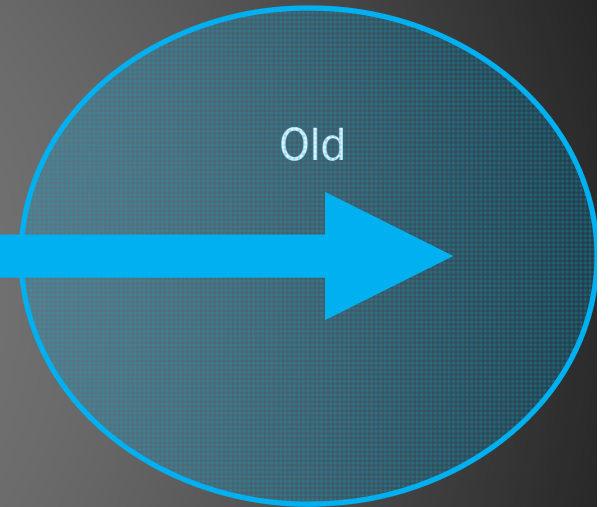


# Age

Young

Median: 37.6

Old





# Ethnicity

African American  
Hispanic

Caucasian





Wealthier + Older + Caucasian = Greater Probability Golfer





Great Probability Golfer > Higher Disposable Income > Higher Green Fees





Higher Green Fees > Higher Slope > Higher Maintenance Budget > Better Experience





Low

Income: \$53,214

High

Young

Median: 37.6

Old

African American/Hispanic

Caucasian

Wealthier + Older + Caucasian = Greater Probability Golfer

Great Probability Golfer > Higher Disposable Income > Higher Green Fees

Higher Green Fees > Higher Slope > Higher Maintenance Budget > Better Experience



# Golfers Per 18 Holes



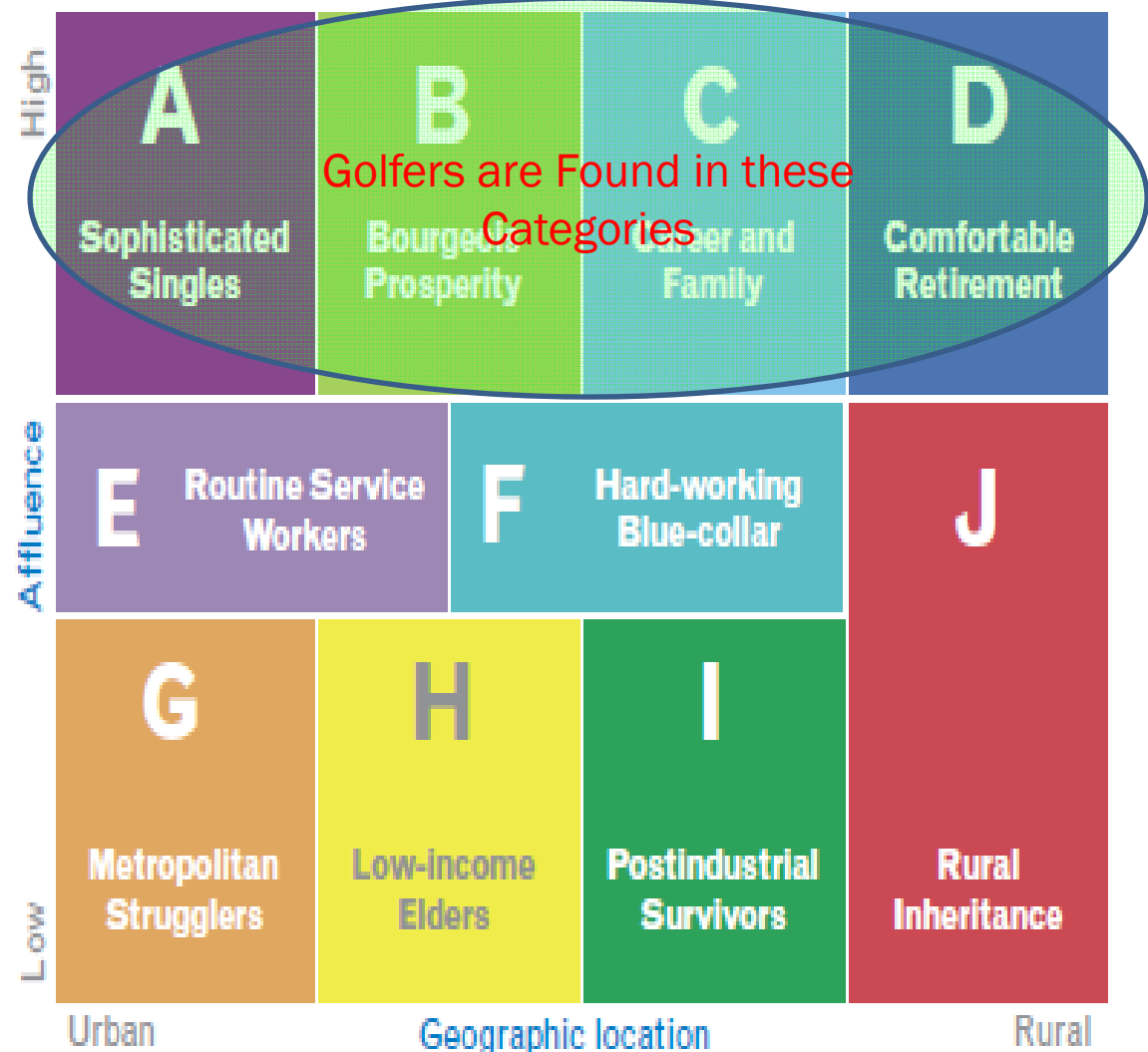


## Mosaic Global

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	Bobby Jones, City of Sarasota
	10 Miles	10 Miles	5 Miles	10 Miles	15 Miles	10 Miles	10 Miles	5 Miles	5 Miles
Top 4 Rating	-17.00%	-7.90%	40.30%	16.20%	13.10%	-22.10%	37.60%	31.90%	4.50%
Sophisticated Singles	-2.90%	1.00%	12.90%	7.00%	5.10%	-2.60%	5.10%	3.20%	-0.90%
Bourgeois Prosperity	-6.50%	-1.30%	13.50%	9.40%	7.30%	-10.60%	21.50%	12.80%	-2.00%
Career and Family	-12.70%	-3.90%	19.80%	5.10%	5.70%	-9.50%	12.70%	21.30%	-6.90%
Comfortable Retirement	5.10%	-3.70%	-5.90%	-5.30%	-5.00%	0.60%	-1.70%	-5.40%	14.30%
Routine Service Workers	-14.90%	-6.50%	-6.00%	-2.90%	2.00%	-14.00%	0.10%	3.80%	-8.30%
Hard Working Blue Collar	-3.80%	-5.40%	-10.40%	1.30%	0.60%	0.40%	-9.50%	-9.10%	-1.40%
Metropolitan Strugglers	-16.20%	26.10%	-9.70%	-0.20%	-1.00%	19.60%	-13.50%	-9.50%	-4.00%
Low Income Elders	-1.40%	-1.80%	0.20%	-0.30%	-0.60%	1.50%	-0.90%	-3.00%	13.40%
Post Industrial Survivors	17.50%	1.20%	-7.10%	-6.90%	-6.80%	3.60%	-6.50%	-6.70%	2.80%
Rural Inheritance	35.70%	-5.80%	-7.40%	-7.40%	-7.40%	10.80%	-7.40%	-7.40%	-7.10%



Golf Course Data									
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
Irvine Company	Oak Creek	15	\$78,473	36.1	35.20%	1.60%	18.00%	133	3,801
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



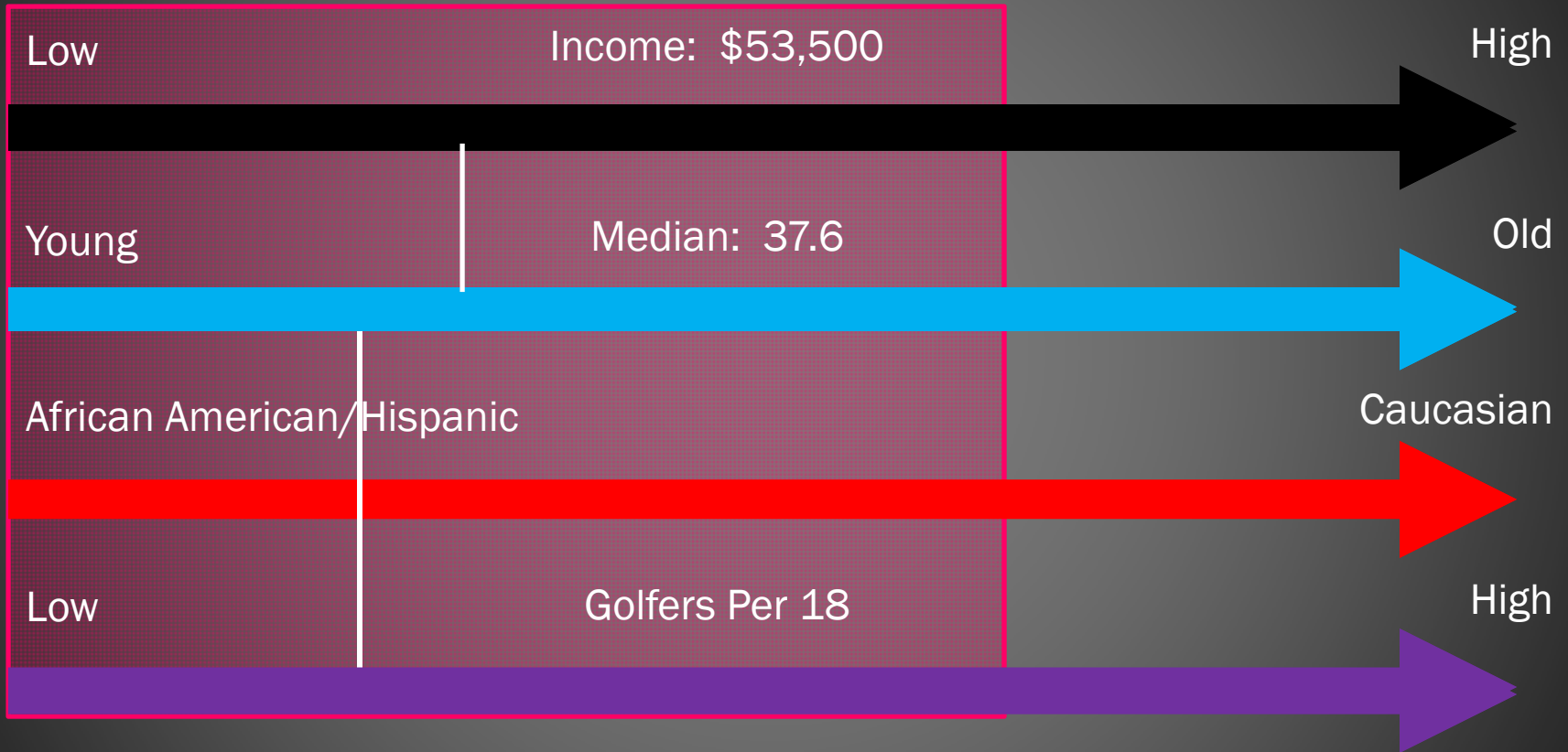
# Great Hope – No Prayer

> - \$500,000

- \$250,000

Break Even

+ EBITDA

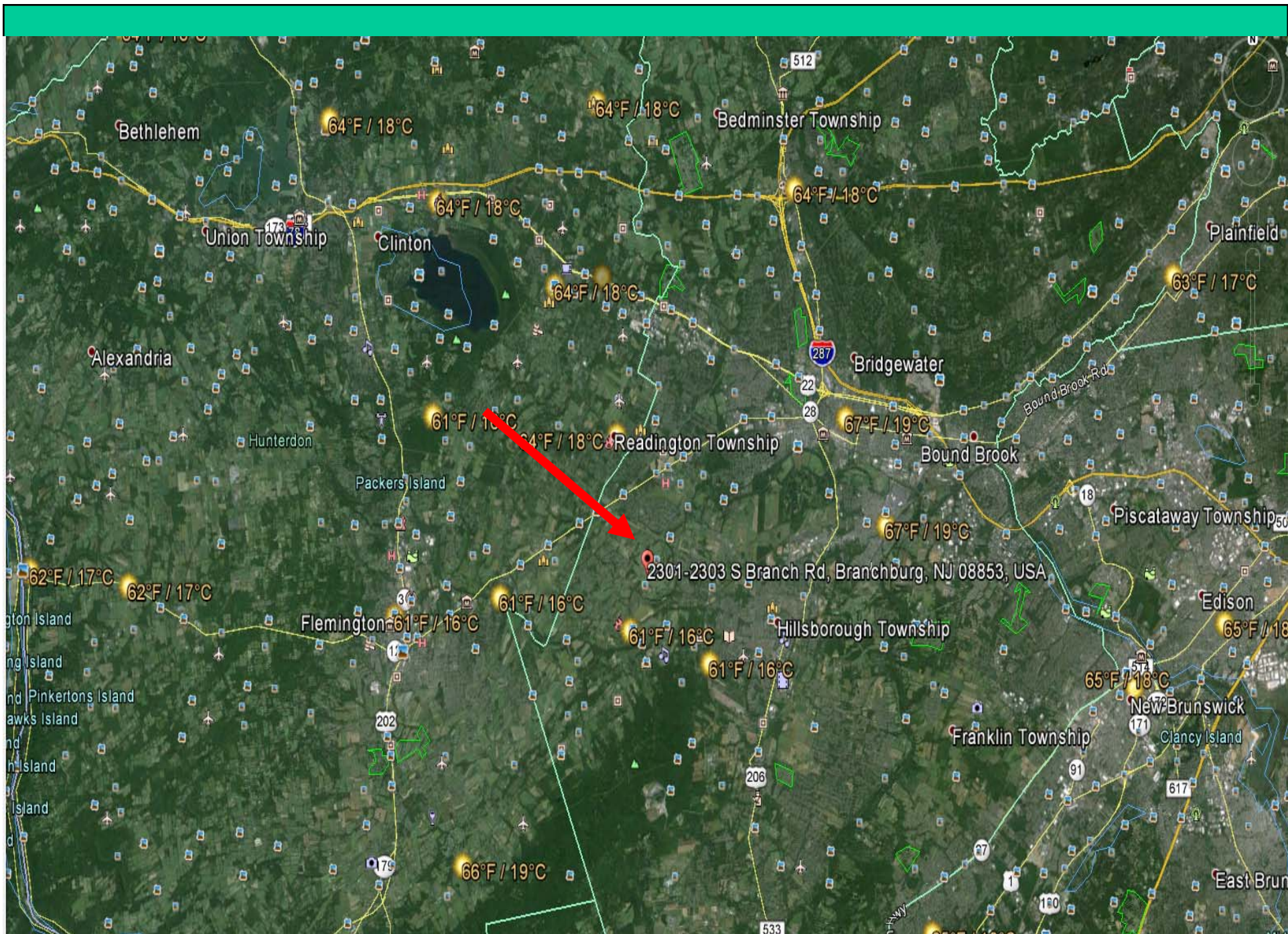




## Bethpage State Park Radial Trade Area, 5 miles

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



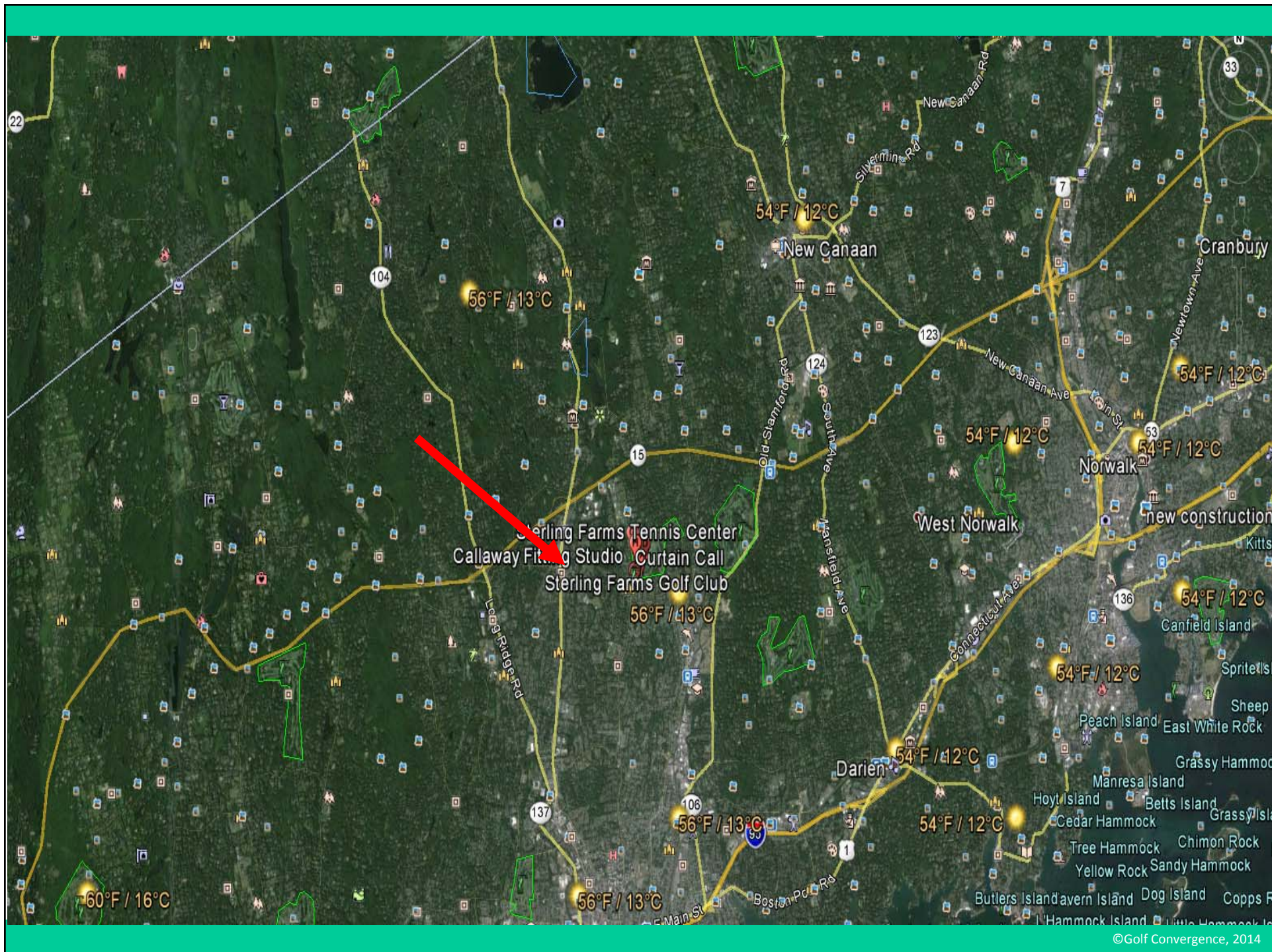




## Neshanic Radial Trade Area, 5 miles

	Number	Percent	
	Radial Trade Area, 5 miles		
	Number	Percent	43.60%
Sophisticated Singles	4,193	6.80%	3.90%
Bourgeois Prosperity	10,600	17.30%	3.80%
Career and Family	32,670	53.20%	40.00%
Comfortable Retirement	1,800	2.90%	-4.10%
Routine Service Workers	10,751	17.50%	-0.50%
Hard Working Blue Collar	161	0.30%	-10.60%
Metropolitan Strugglers	338	0.60%	-16.20%
Low Income Elders	74	0.10%	-3.00%
Post Industrial Survivors	833	1.40%	-5.90%
Rural Inheritance	0	0.00%	-7.40%
Total	61,420	100.00%	0.00%







## Sterling Farms Radial Trade Area, 5 miles

	Number	Percent	
	Radial Trade Area, 5 miles		
	Number	Percent	26.50%
Sophisticated Singles	13,628	7.50%	4.60%
Bourgeois Prosperity	84,829	46.80%	33.30%
Career and Family	12,879	7.10%	-6.10%
Comfortable Retirement	2,998	1.70%	-5.30%
Routine Service Workers	38,780	21.40%	3.40%
Hard Working Blue Collar	4,646	2.60%	-8.30%
Metropolitan Strugglers	19,421	10.70%	-6.10%
Low Income Elders	3,717	2.10%	-1.00%
Post Industrial Survivors	349	0.20%	-7.10%
Rural Inheritance	0	0.00%	-7.40%
Total	181,247	100.00%	0.00%



## Need to Play **Mediocre** Hand Well

Management	Income	Age	Hispanic	Black	Asian	Slope Rating	Golfers - 5	Golfers - 10
Neshanic	207	111	40	27	269	130	1,932	1,240
Sterling Creek	166	104	112	81	143	129	2,292	1,550

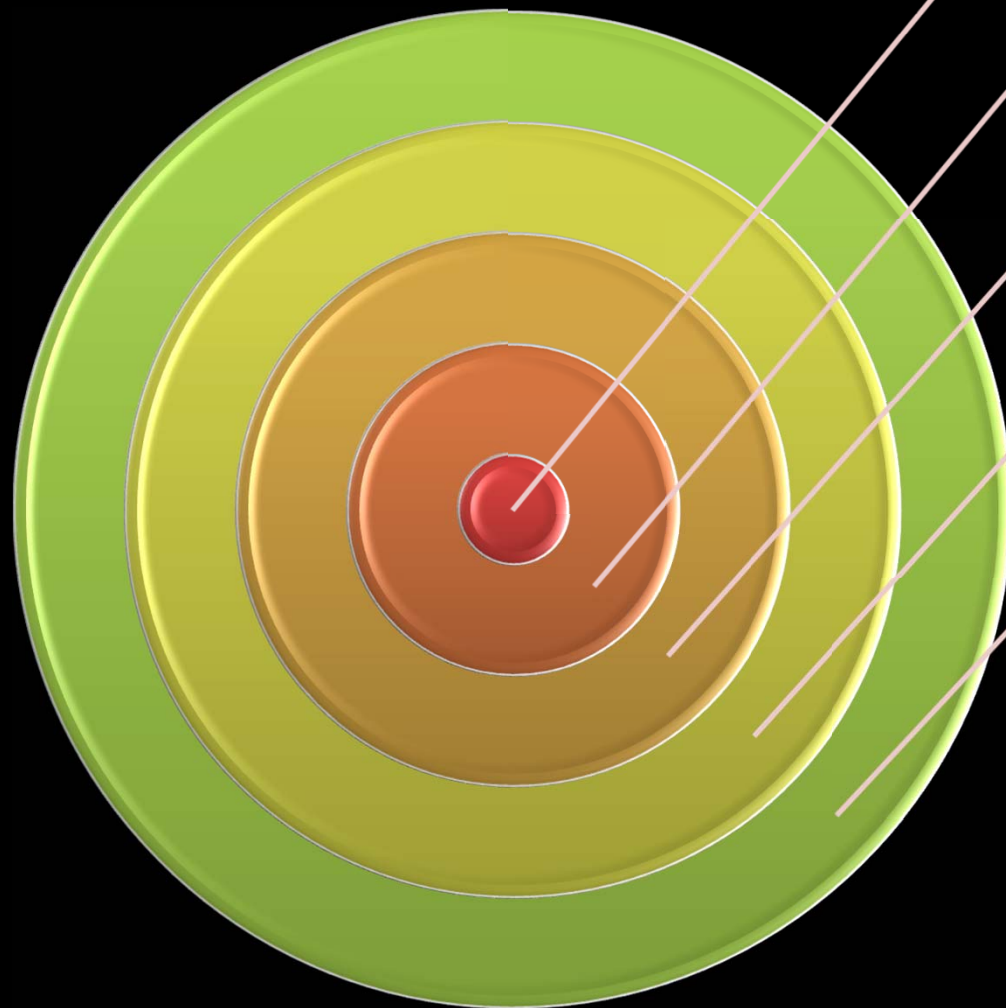


## What About Bethpage: The Winner

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



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MHI \$45,000 - \$65,000, Typical Age &  
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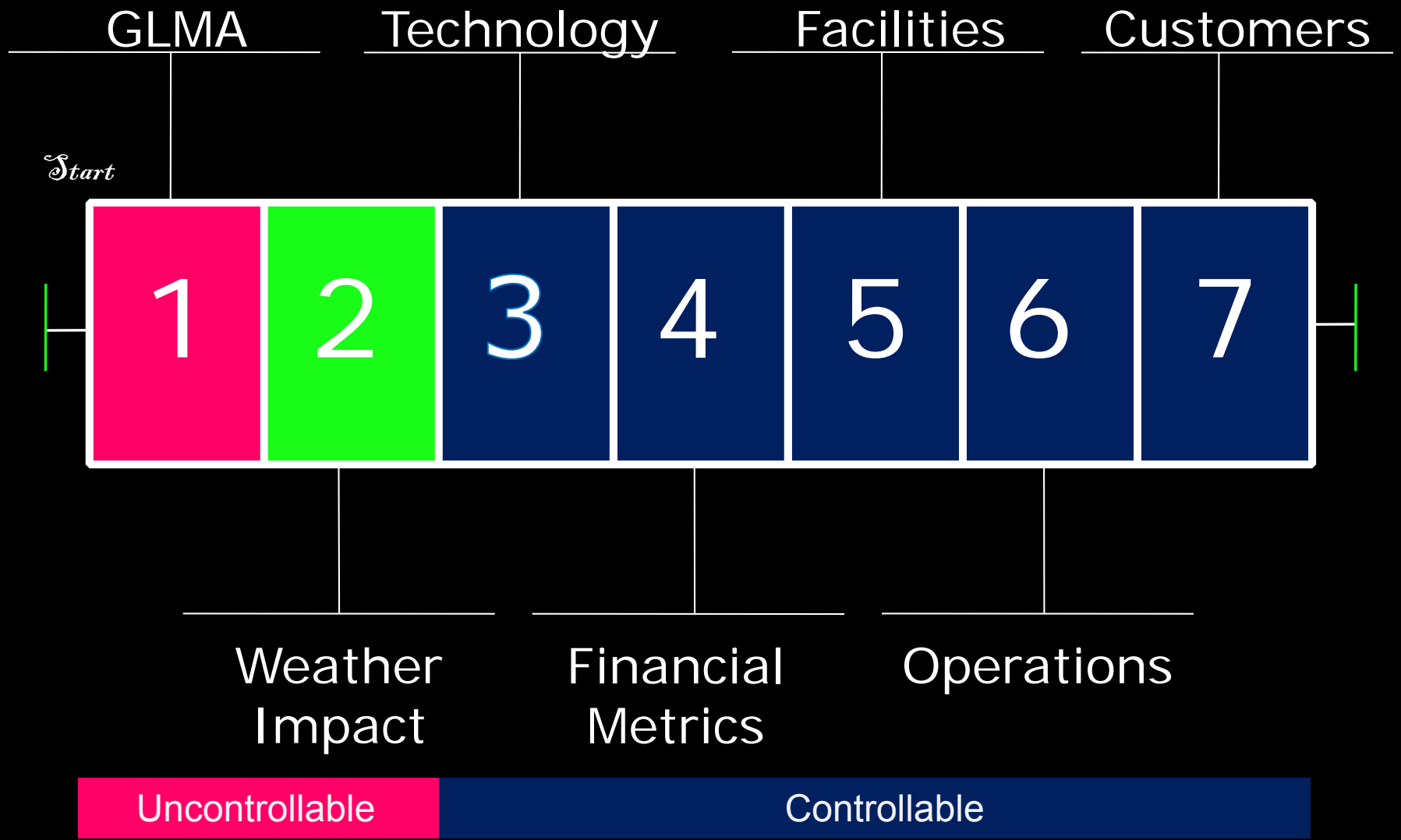
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Ambience: Ocean,  
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Clubhouse,  
Championships







# 2

Historical Weather Reporting &  
Leveraging Weather Forecasting is an  
Underutilized resource



# Weather matters to ALL golf course operators

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

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

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

“When should I chose to run promotions?”

“How many employees will I need to schedule?”

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

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

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

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



**hot cold snow wet dry windy**



# The Only Accurate 11-Month Ahead Forecast with Business Analytics

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



OR

**SIGN UP**

Retailers & Supply Chain

Agriculture

Small Business

Financial Services

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

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



Companies who depend on weathertrends360

ANHEUSER  BUSCH

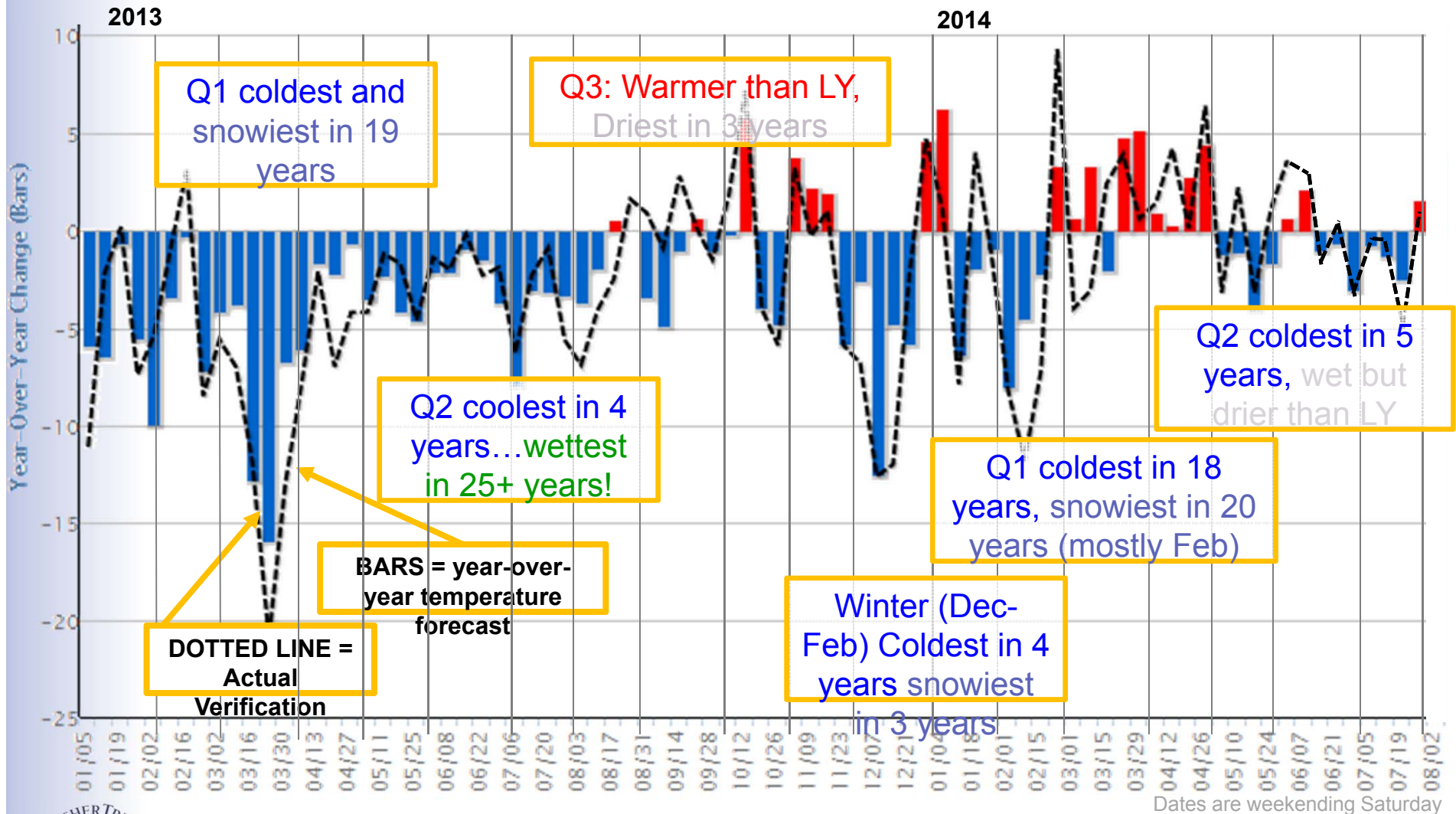
Morgan Stanley

 Microsoft

**KOHL'S**  
expect great things



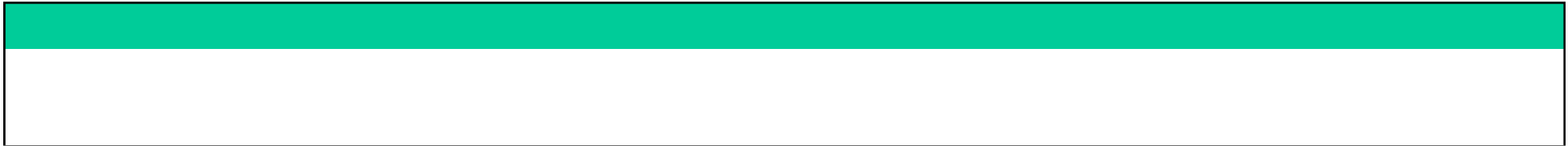
# NATIONAL Year-Ahead WEEKLY Temperature Trends/Accuracy **88%**



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

Copyright © 2014 Weather Trends International





weather**trends360**

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SHOW ME

Daily Weather for New York City, NY (elev. 10ft) - Tue 23 Sep, 2014

Units

°F

°C

Map Controls

Slower

Faster

Opacity

Zoom

Play the

QuickCast

Video Tutorial

Farmingdale, NY

Tuesday 23 September 2014

Sunny

HIGH

72°F

LOW

55°F

Wind: NW @ 6 mph (G 16)

Humidity: 44%

Precipitation: 0.00in

Snowfall: 0.00in

UV Index: 6

Soil Moisture (0-10cm): 25%

Soil Temp (0-10cm): 60°F

Daylight: 12:07 hours

Sun Rise & Set: 6:44am/6:51pm

Moon Rise & Set: 6:06am/6:29pm

Moon Illumination: 0%

HOURLY FORECAST

NOW

3 pm

4 pm

5 pm

6 pm

7 pm

8 pm

9 pm

10 pm

11 pm

12 am

1 am

Windy and Mostly Cloudy

Mostly Cloudy

Mostly Cloudy

Mostly Cloudy

Partly Sunny

Partly Cloudy

Partly Cloudy

Few Clouds

Few Clouds

Few Clouds

Partly Cloudy

Partly Cloudy

72°F

72°F

72°F

72°F

72°F

71°F

69°F

68°F

68°F

67°F

68°F

68°F

DAILY FORECAST

Saturday

Sunday

Monday

Tuesday

Wednesday

Thursday

Friday

Sep 20

Sep 21

Sep 22

Sep 23

Sep 24

Sep 25

Sep 26

Mostly Cloudy Then Windy and Mostly Cloudy

Partly Sunny Then Few Clouds

Few Clouds

Sunny

Sunny

Few Clouds

Sunny

72°F

81°F

70°F

72°F

67°F

68°F

74°F

57°F

68°F

57°F

55°F

56°F

56°F

57°F

US Watches/Warnings - 12:50pm 20 Sep 2014

Radar - 12:45pm 20 Sep 2014

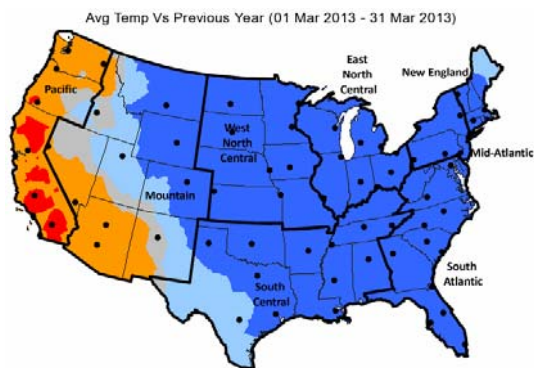
©Golf Convergence, 2014



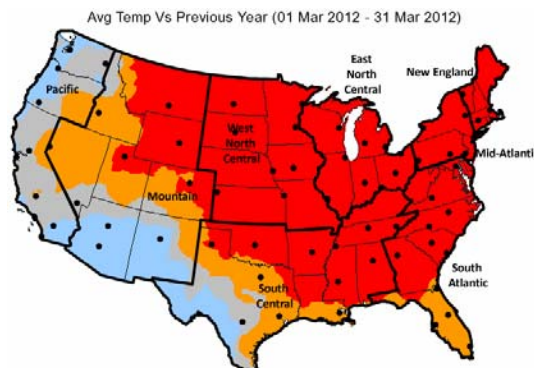
# Volatile Weather = MAJOR BUSINESS RISK!

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

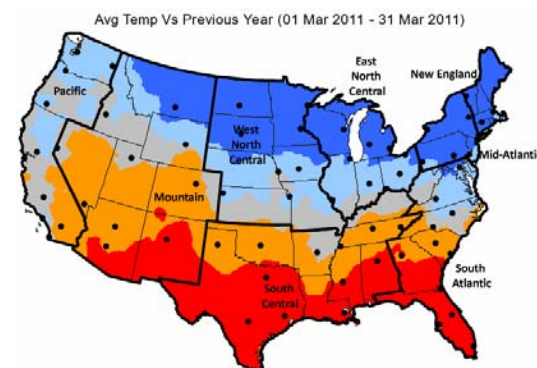
**2013**



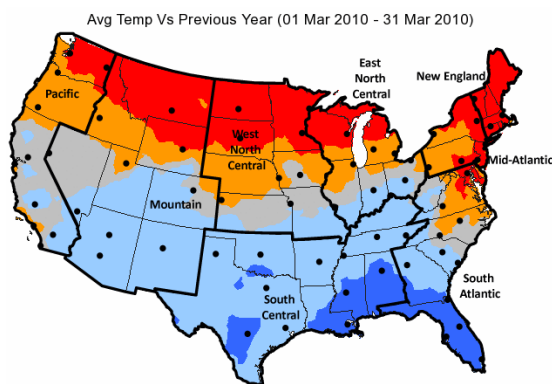
**2012**



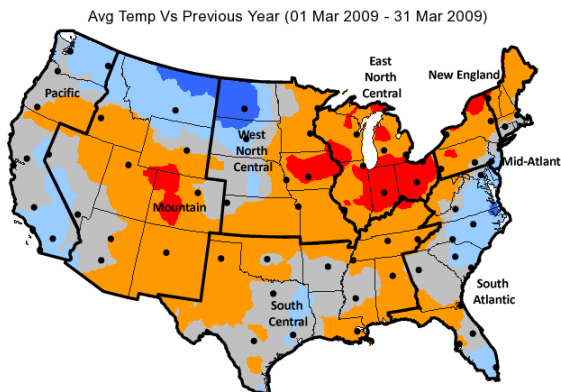
**2011**



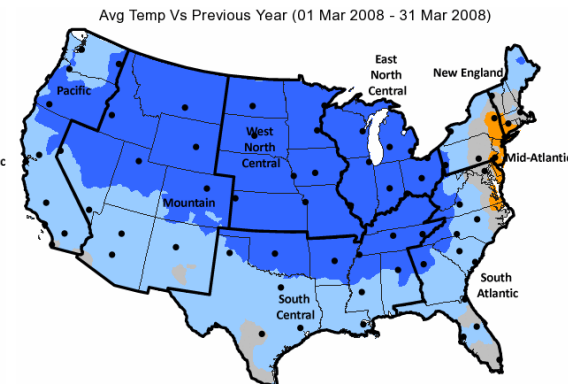
**2010**



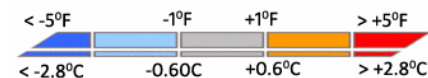
**2009**



**2008**



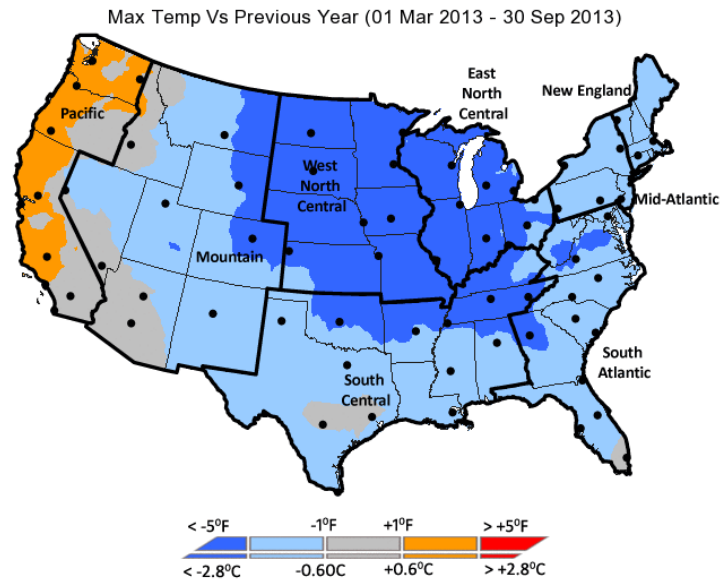
**Note:** Maps shown are March year-over-year temperatures. If the weather is identical, the maps would be grey which happens about 15% of the time or less.



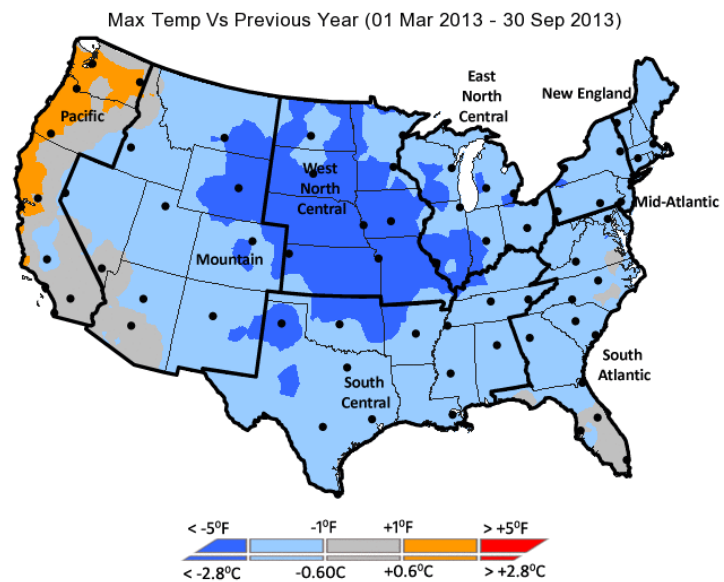


# 2013 Accuracy: Temperature

**Actual**



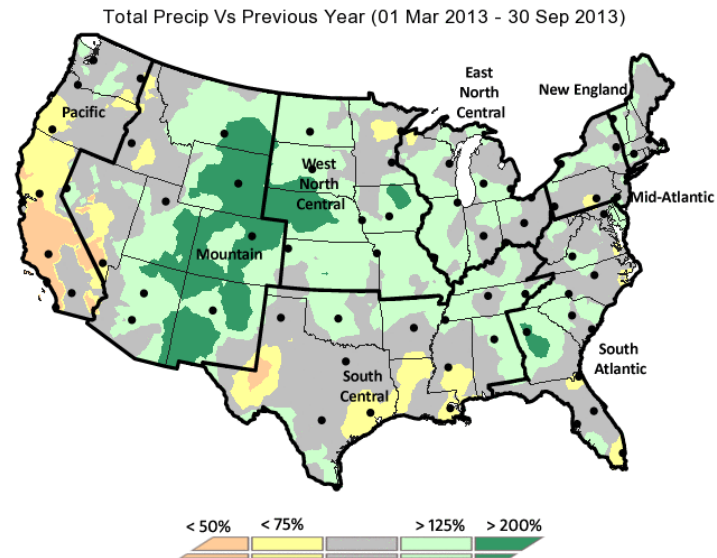
**WTI  
Forecast**



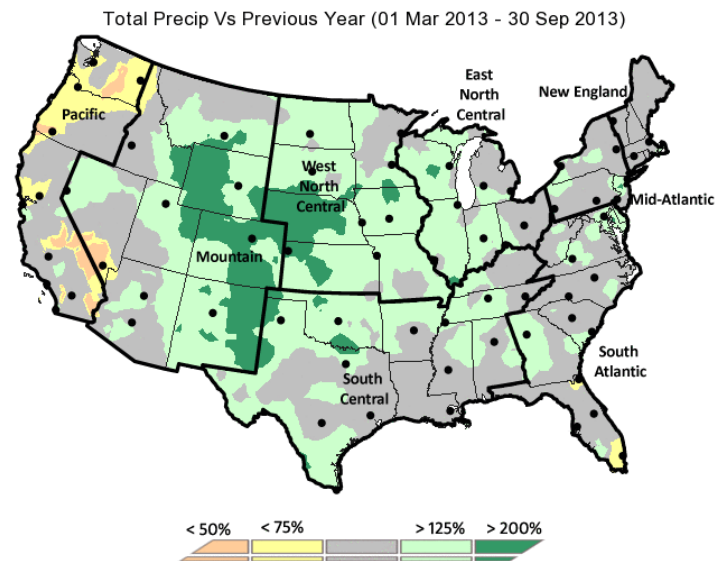


# 2013 Accuracy: Precipitation

**Actual**



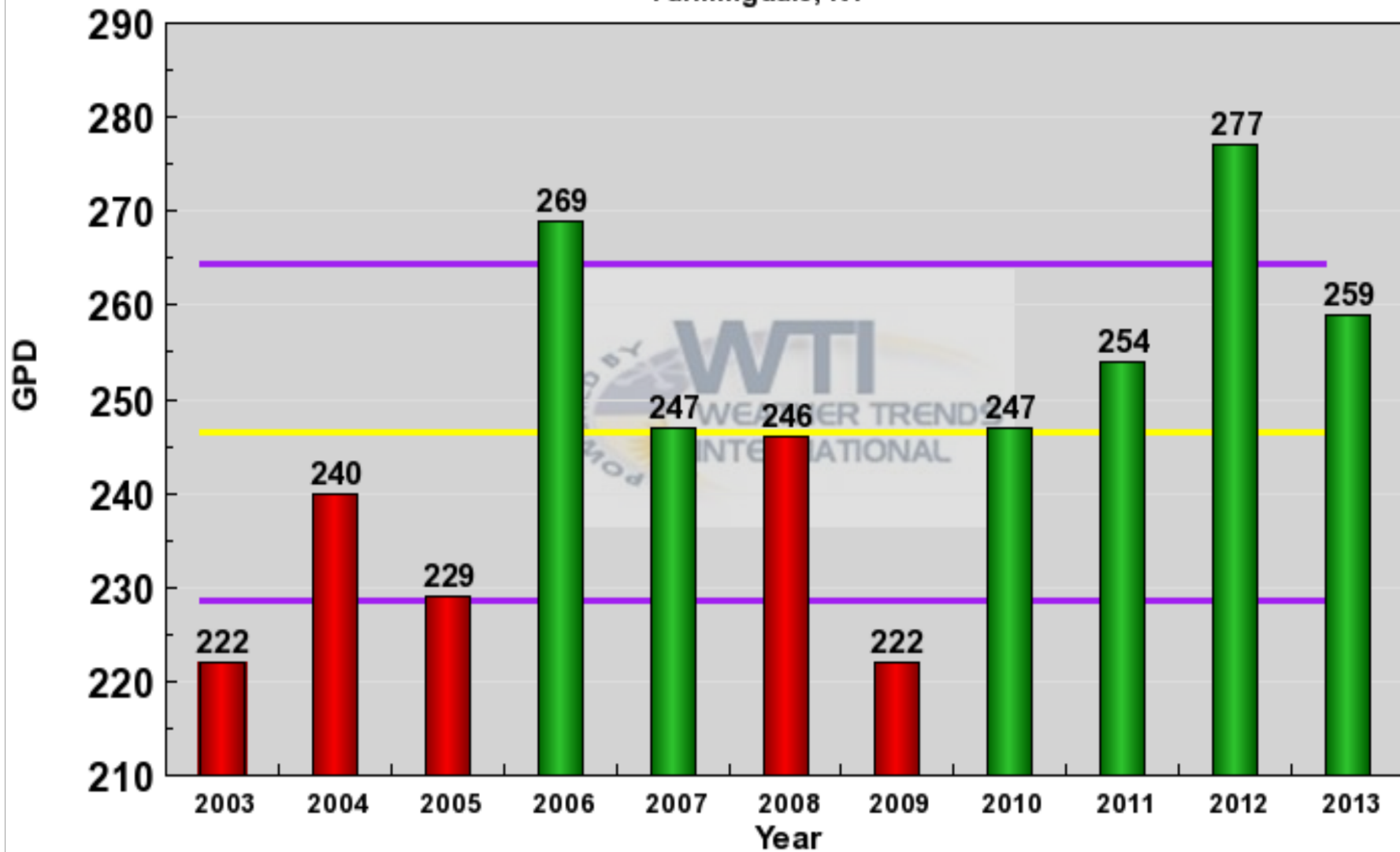
**WTI Forecast**





# Golf Playable Days

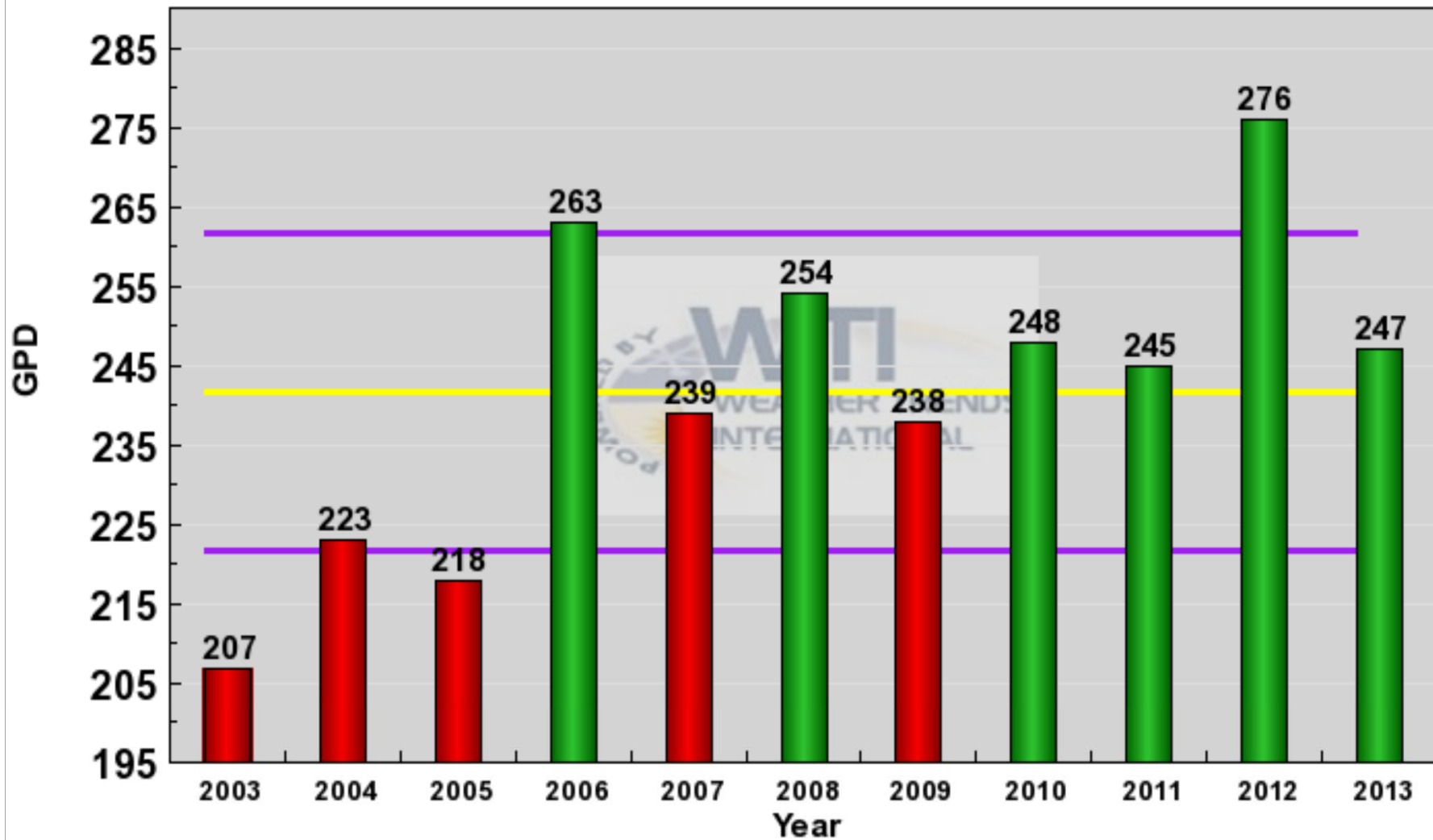
Farmingdale, NY





## Golf Playable Days

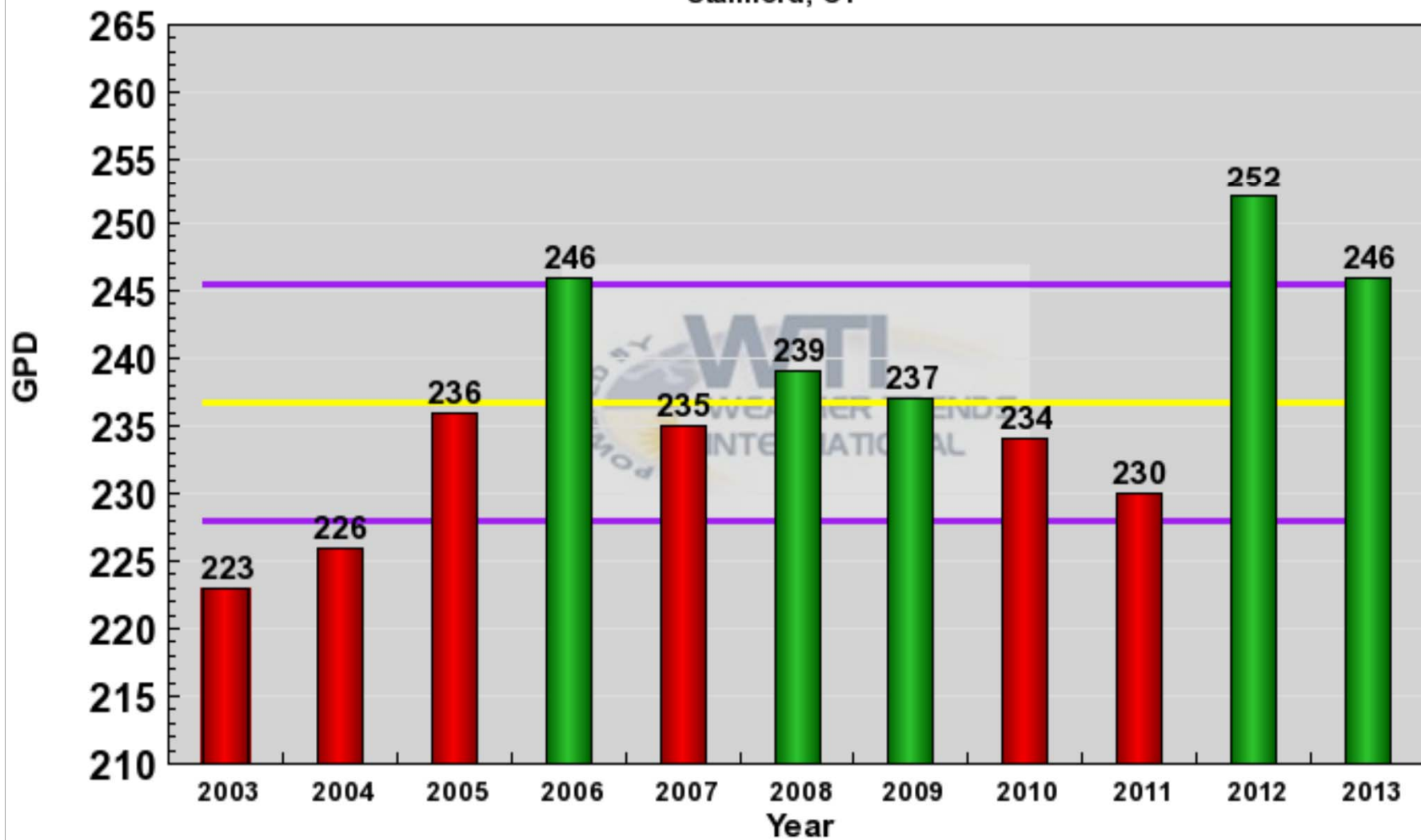
Neshanic Station, NJ





## Golf Playable Days

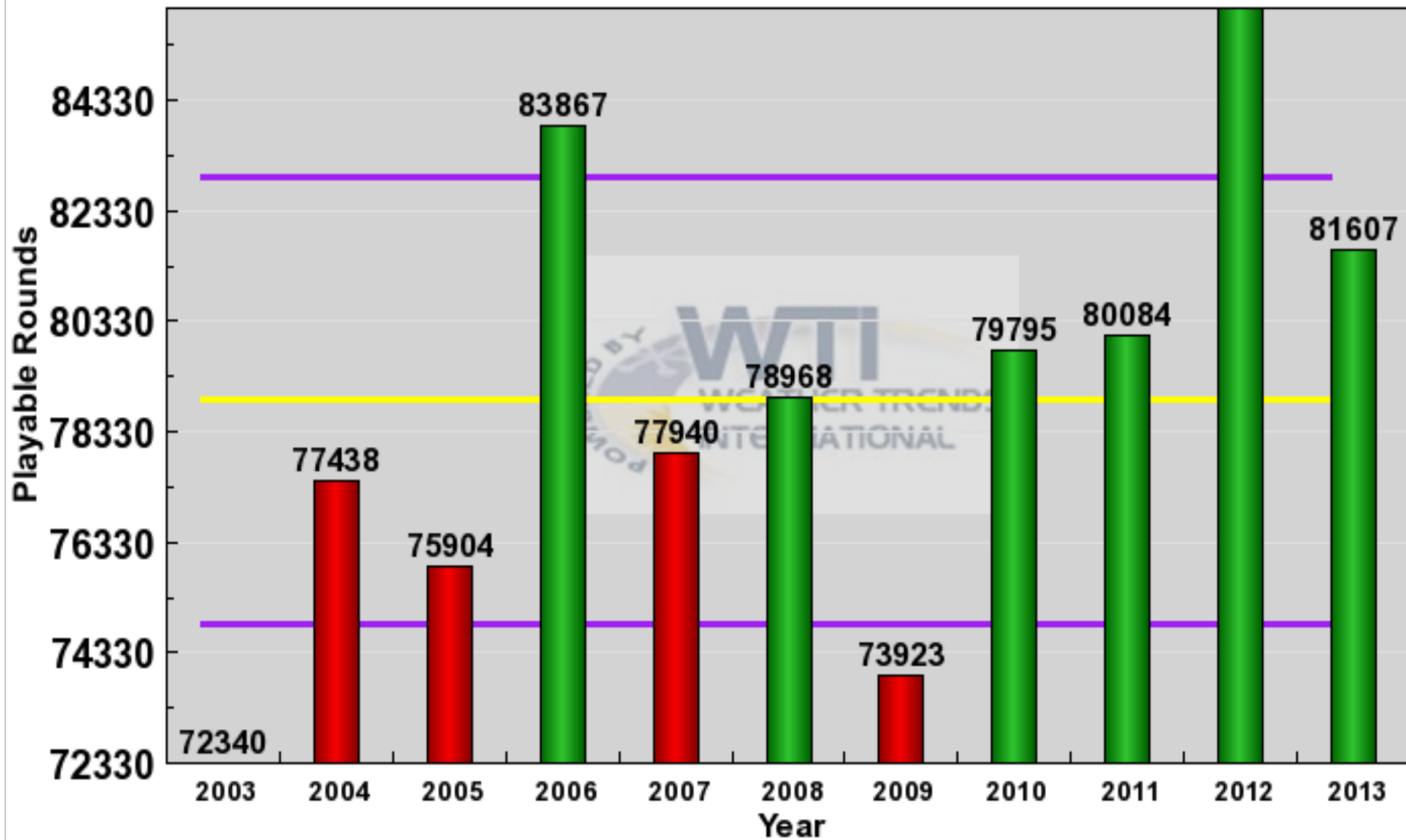
Stamford, CT





# Yearly Playable Rounds

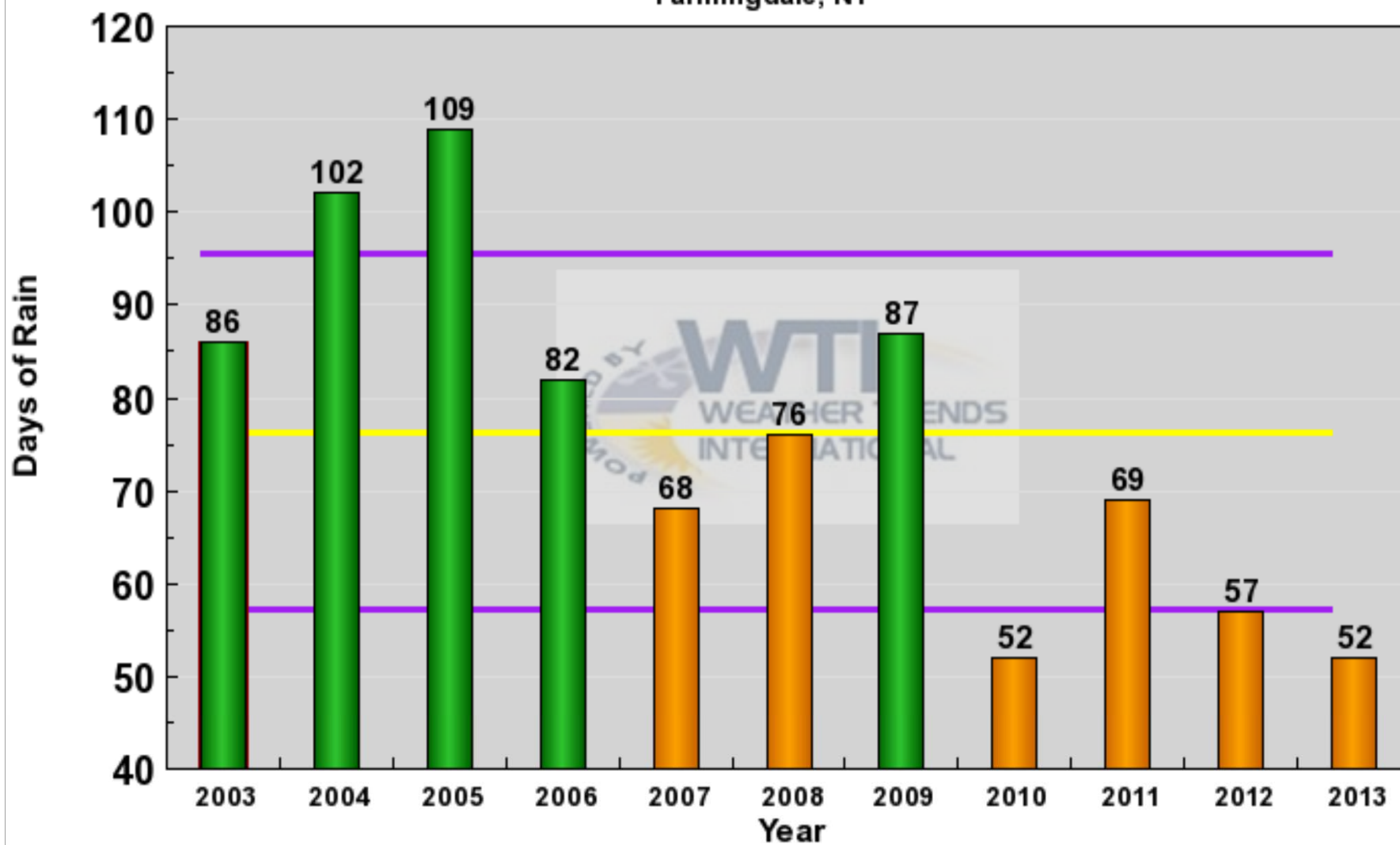
Farmingdale, NY





## Days of Rain

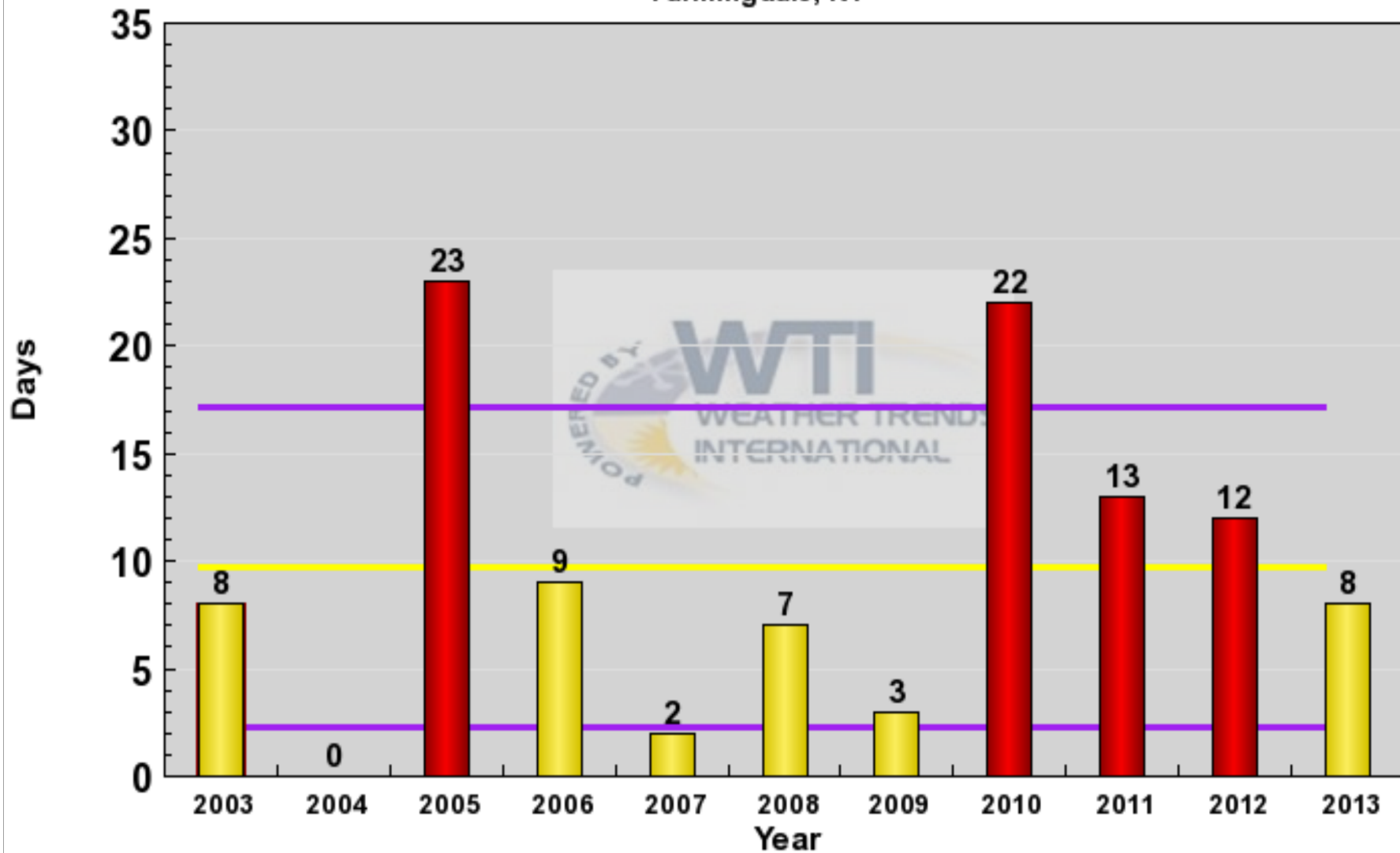
Farmingdale, NY





## Days greater than 90 Degrees

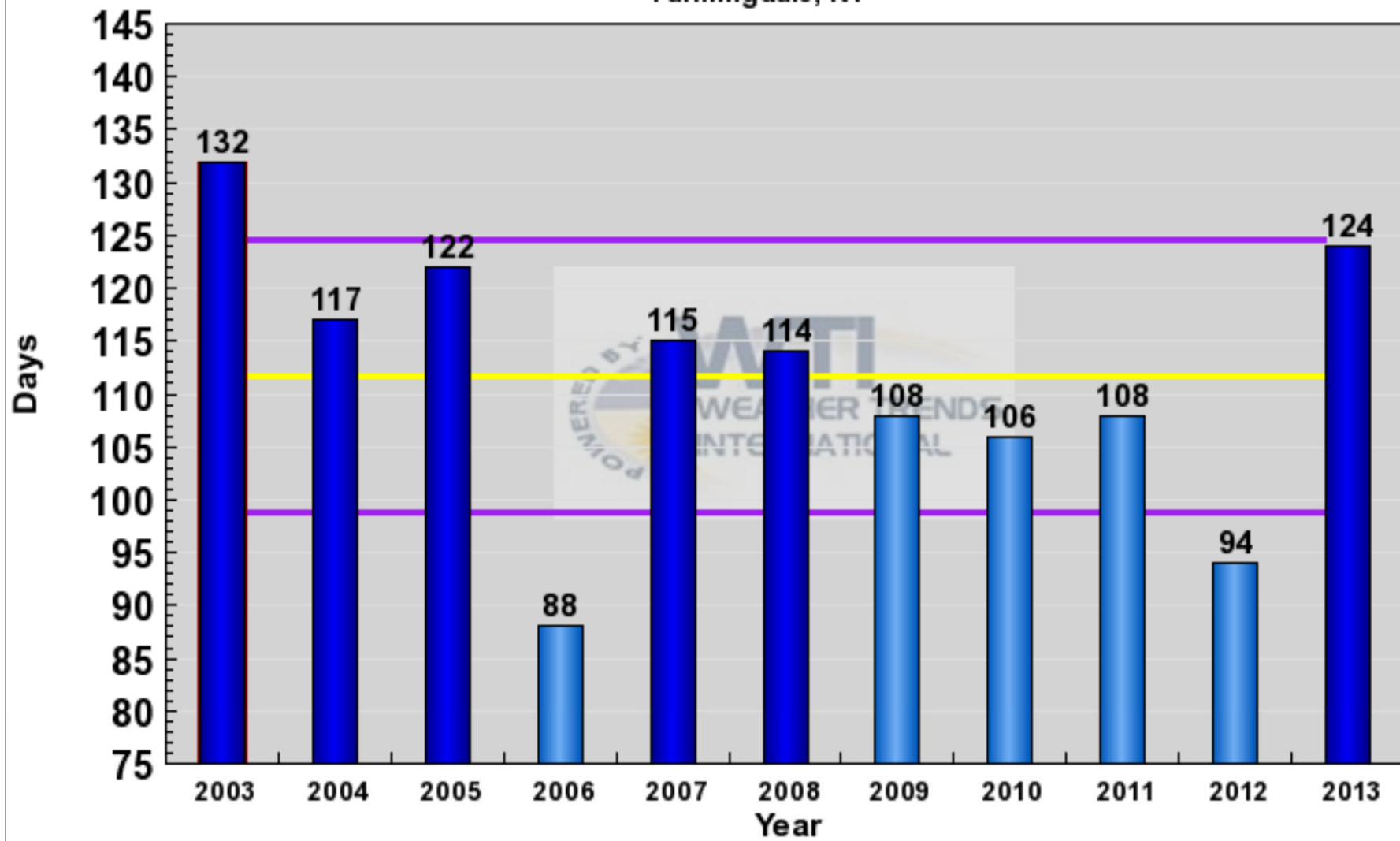
Farmingdale, NY





## Days of Frost

Farmingdale, NY





## CourseCast Is The Industry Leader In

### Weather-Corrected Golf Inventory Analysis

Created in collaboration with **Century Golf Partners** and **ClubCorp**, CourseCast is a dynamic weather analysis tool that provides the golfing industry actionable, weather-influenced data (rounds, hours, days).

Enter Date

SUBMIT >

WEEKDAYS >

WEEKENDS >

BOTH >

Date	Course	<u>Weather Rank</u>	<u>Poor Conditions</u>	<u>GPH</u>	<u>GPH%</u>	<u>GPR</u>	<u>Actual GPR</u>
<a href="#">2014-06-01</a>	Southwyck	94	Precip-4 hrs	10	67	292	254
<a href="#">2014-06-02</a>	Southwyck	96		15	100	352	299
<a href="#">2014-06-03</a>	Southwyck	87	Precip-6 hrs	8	53	125	101
<a href="#">2014-06-04</a>	Southwyck	98		15	100	352	289
<a href="#">2014-06-05</a>	Southwyck	97	Temp-1 hrs	14	92	314	275
<a href="#">2014-06-06</a>	Southwyck	95	Temp-2 hrs	13	87	288	267
<a href="#">2014-06-07</a>	Southwyck	93	Precip-4 hrs	9	58	248	213



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

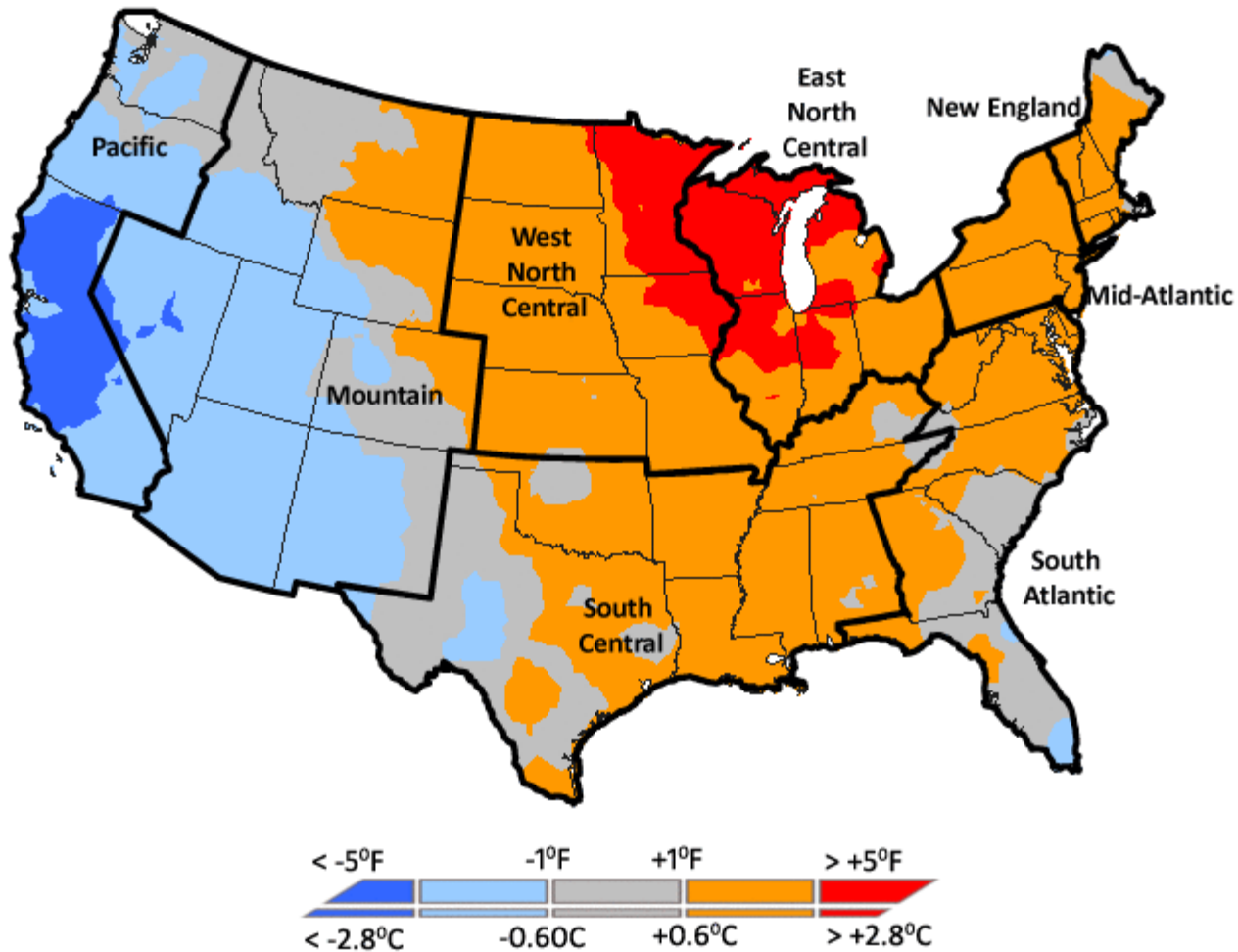


# 2015 Forecast



# 2015 Year-Ahead Forecast

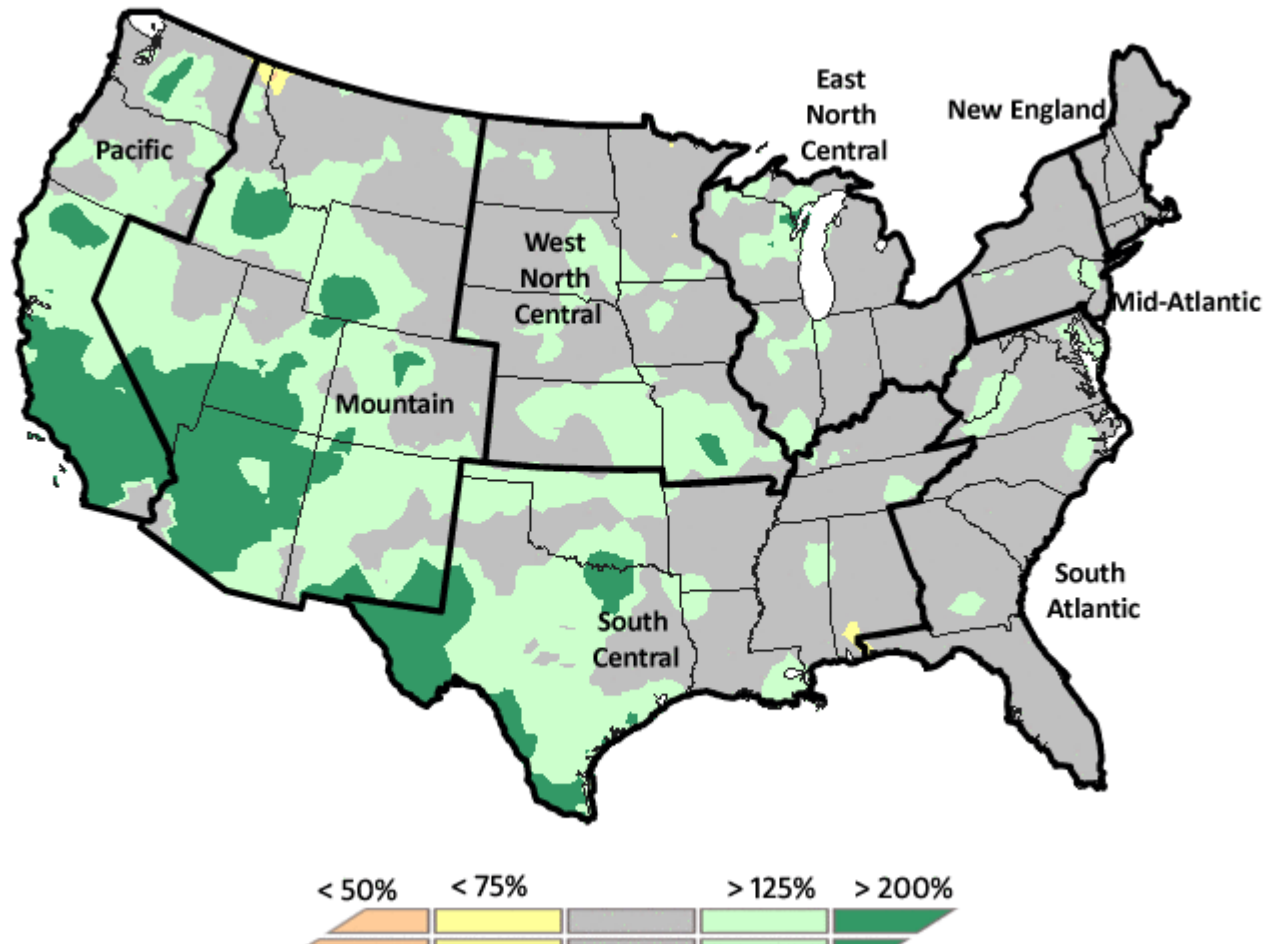
Max Temp Vs Previous Year (01 Jan 2015 - 31 Jul 2015)





# 2015 Year-Ahead Forecast

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



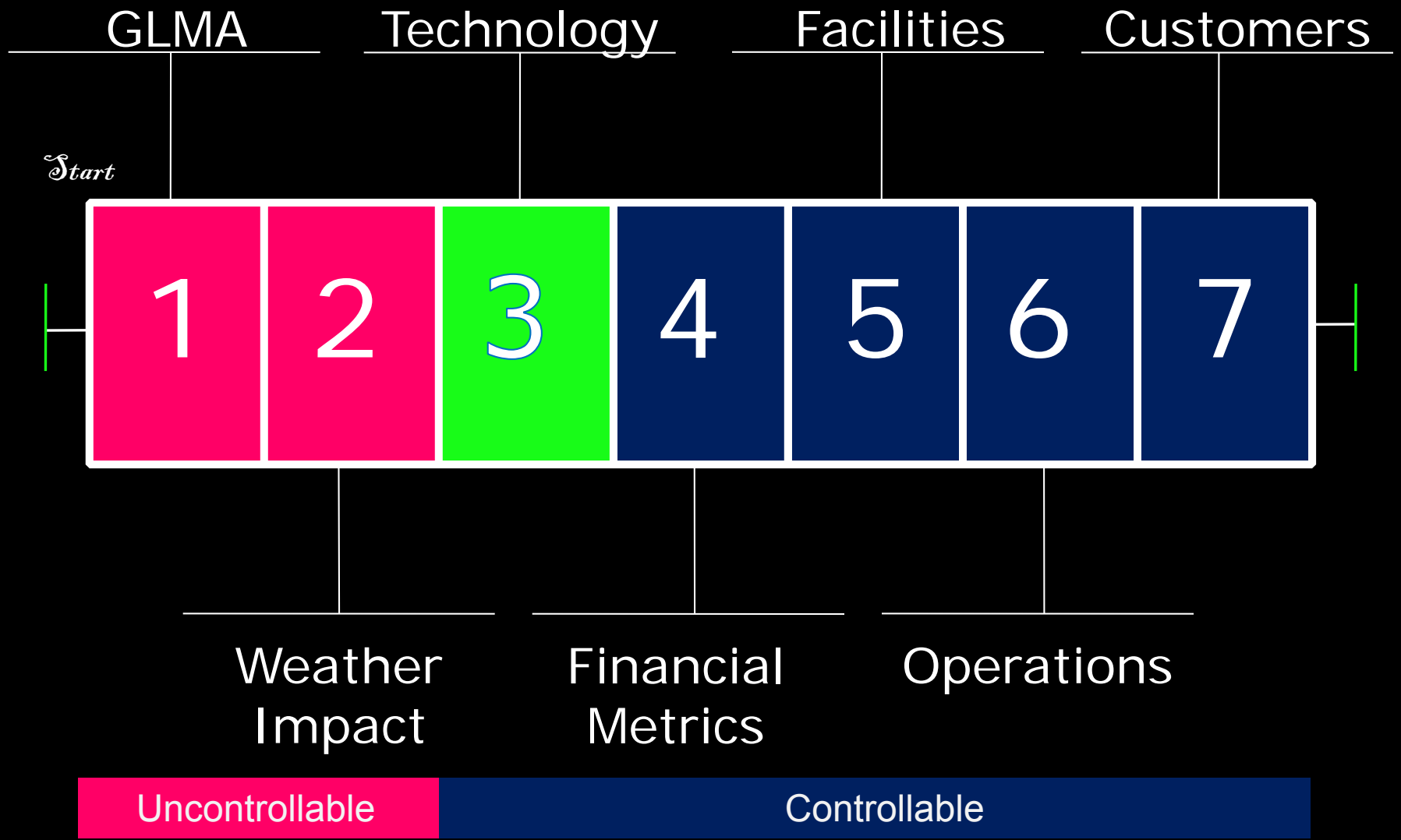


DID YOU  
**KNOW**

Controllable







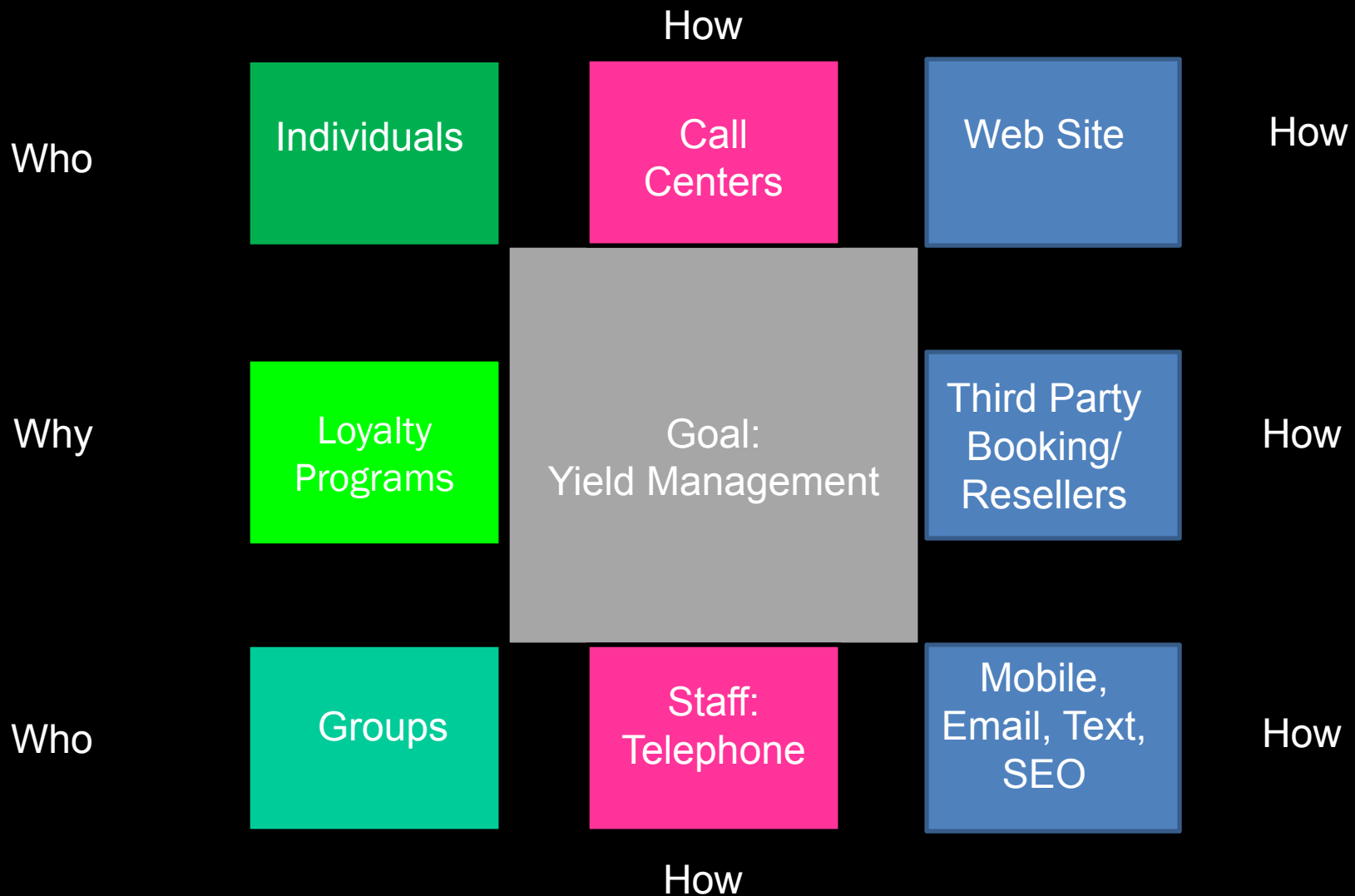


# 3

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



# Numerous Channels to Book Revenue









# Neshanic Valley Golf Course

TEE TIME BOOKING



Local  
Weather



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## On-Line Tee Time Reservation

POWERED BY **ACTIVE**

[Home](#)

[Register](#)

[Reserve](#)

[Modify/Cancel](#)

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

### Step 1

Create an Account

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

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

### Step 2

Book your Tee Times

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

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

### Step 3

Manage your Tee Times

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

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

**[FORGOT YOUR PASSWORD?](#)**  
**[Click here!](#)**

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

### **Frequently Asked Questions:**

#### **How do I pay?**

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

#### **What is the course check-in policy?**

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

#### **What if I need to cancel a tee time?**

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

#### **How far in advance can I reserve tee time?**

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

#### **What if I forget my Password?**

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

 [TOP](#)





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ALL GREENS WILL BE AERIFIED ON WED. 9/24 - ALL PLAYERS ON THAT DAY WILL PLAY 1

*Book A  
Tee Time*

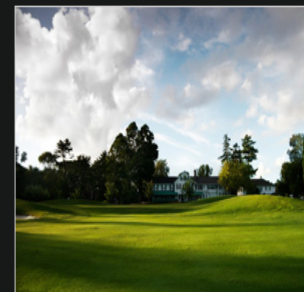
*Golf Permits &  
Frequent Use Cards*

*Host  
a Tournament*

*Free Round  
of Golf*

### Sterling Farms Course Details

Sterling Farms is an 18 hole public golf facility laid out over 144 acres of a once active dairy farm. Originally designed by Architect Geoffrey Cornish in 1969 and renovated by Architect Robert McNeil in 2005, the par 72 course opened in the spring of 1972. The golf course's rolling terrain guides you through the picturesque farm buildings and challenging holes, including its difficult par 3's, which demand distance, accuracy and good putting to score well.



Blue: yards 6509 , rating 71.7, slope 129

White: yards 6054, rating 69.6, slope 126

Gold: yards 5587, rating 67.5, slope 123

Red: yards 5539, rating 73.3, slope 124

### Score Card

#### USGA RULES GOVERN ALL PLAY EXCEPT AS MODIFIED

##### LOCAL COURSE RULES:

1. Anywhere off golf course property, areas marked by white stakes or tree bands and red & white stakes around ponds are considered out of bounds. Please note interior out of bounds on holes 4,10,13 & 16 only applies when playing those holes.
2. Any swing interfered by a building not bordering out of bounds, drop 2 club lengths from edge of building nearest ball - no penalty. Any swing interfered by a building or fence (including Driving Range) bordering out of bounds - no free relief.
3. Lateral water hazards and other lateral hazards are designated by







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 SIGN IN

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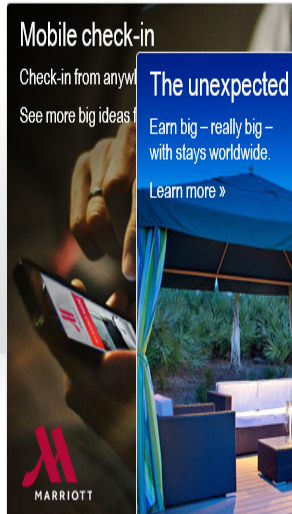
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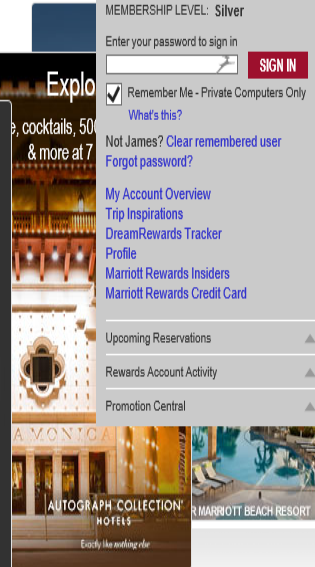
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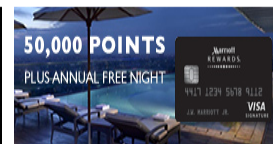
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Mileage Expiration: 12/31/2014  
MileagePlus Status Level: Premier  
Platinum  
Star Alliance Status Level: Gold  
Regional Premier Upgrades: 2  
Global Premier Upgrades: 0  
2013 Premier Miles: 22,818  
2013 Premier Segments: 20

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**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



*Bali Hai*

Comparable  
Courses

Direct Online  
Walters Golf

\$125 - \$150

\$125 - \$135





## 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-glen-eagles/>



#### Join Our E-Club

First Name:

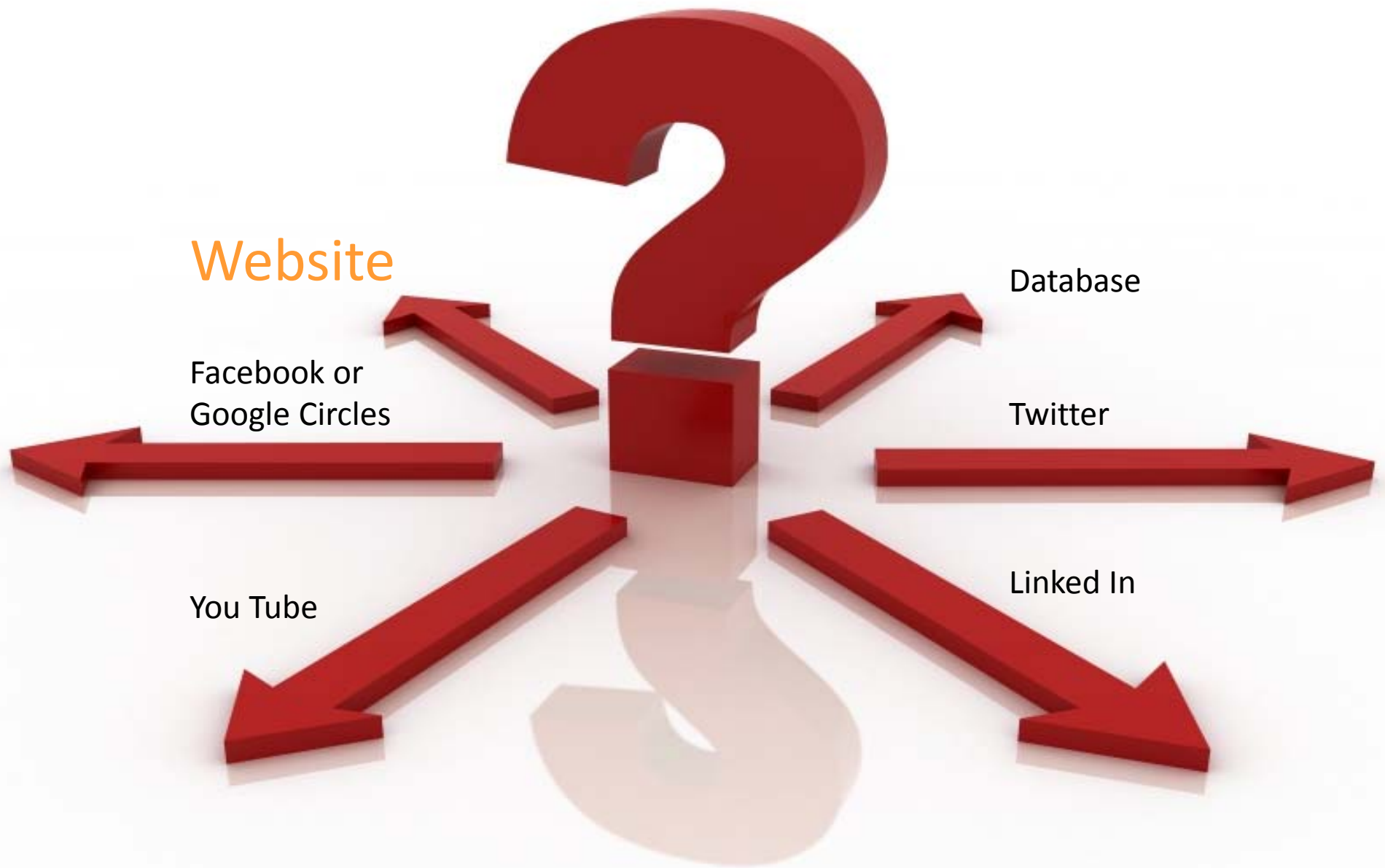
Last Name:

Phone:

Email:

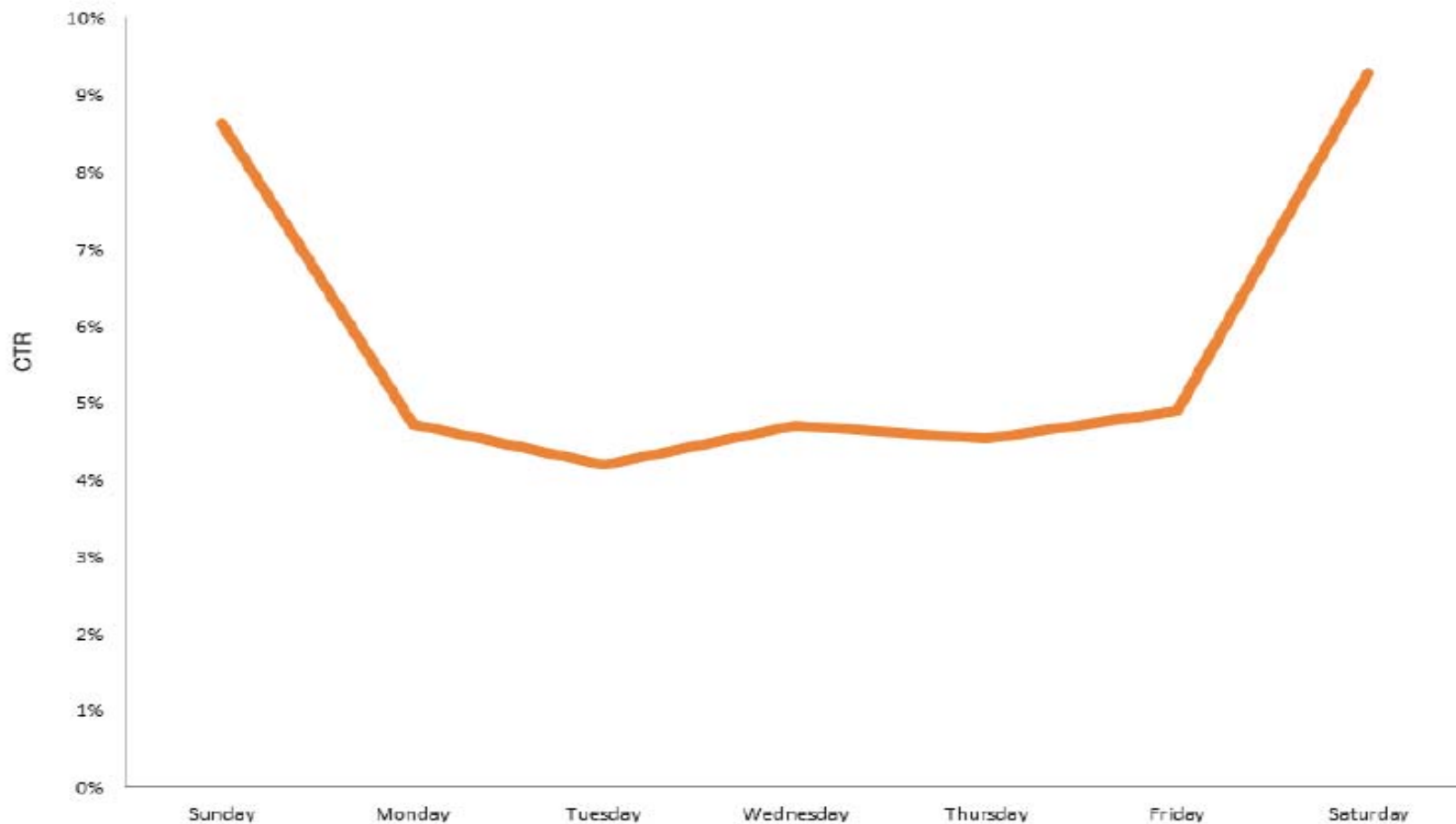
- ☐ Cochrane Resident
- ☐ Daily Text Specials
- ☐ Flex Card Info
- ☐ Junior Academy Info
- ☐ Ladies Night Info







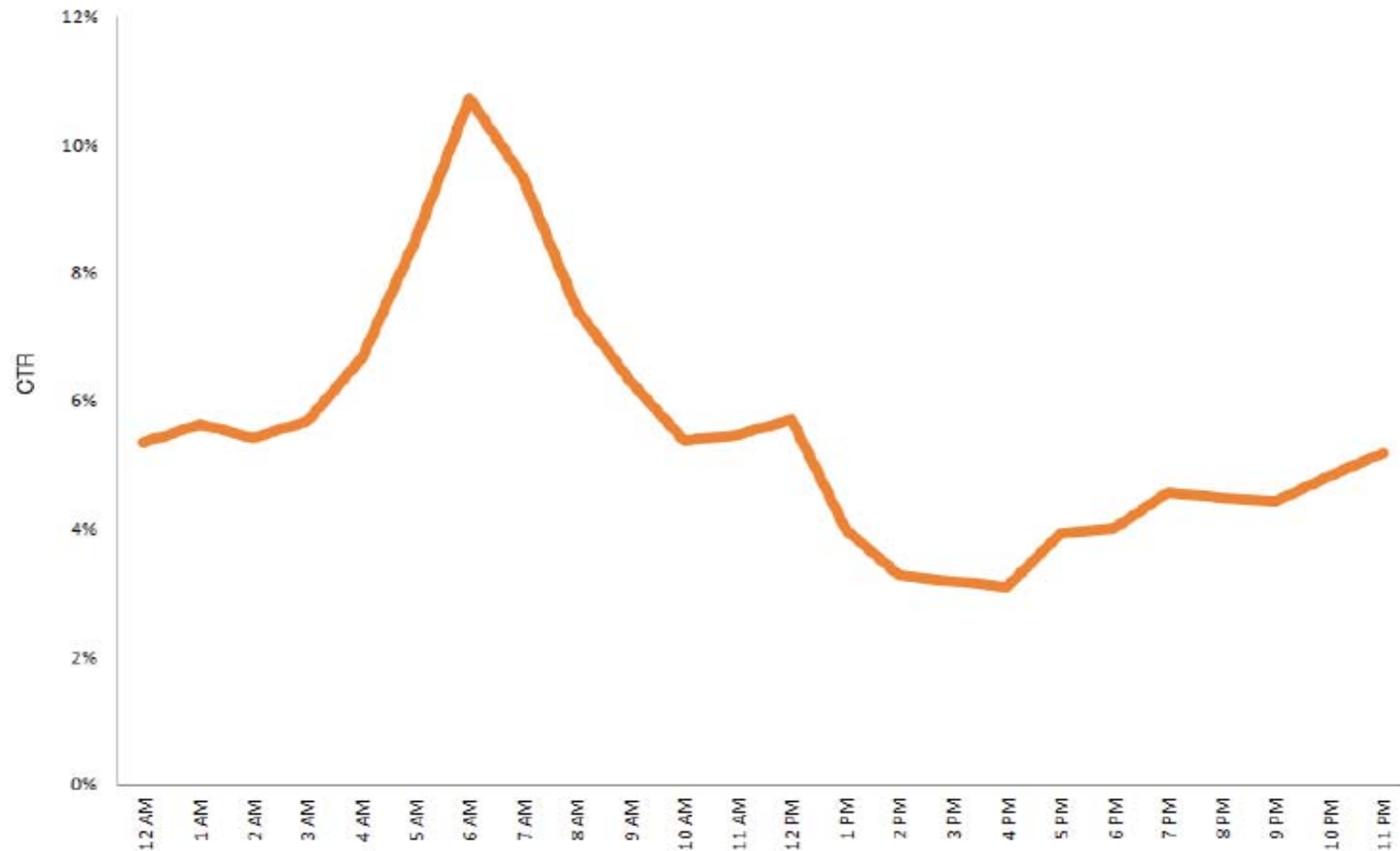
## Effect of Day-of-Week on Clickthrough Rate



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

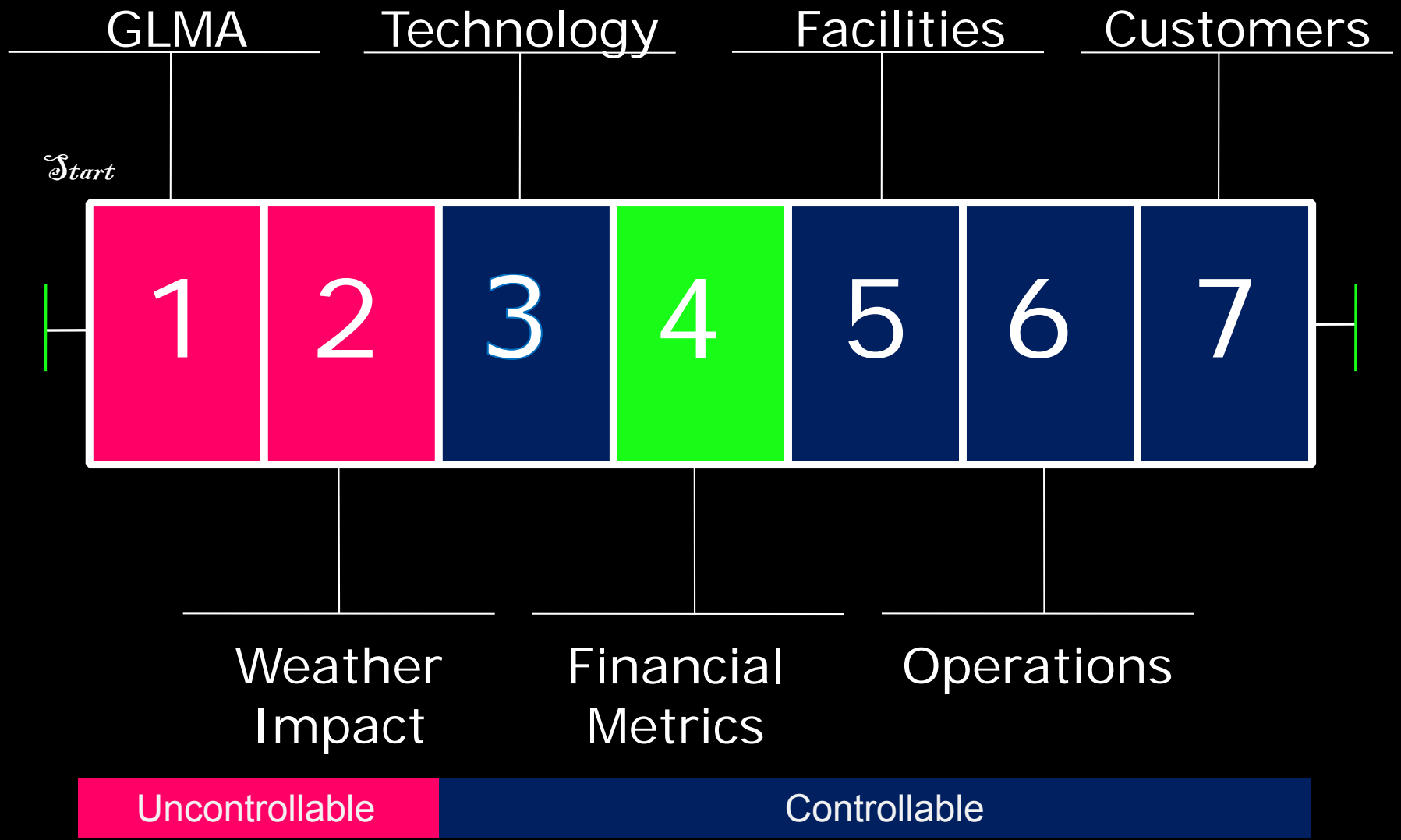


## Effect of Time-of-Day on Clickthrough Rate



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







# 4

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



# Financial Performance

## Municipal Golf Courses vs. Daily Fee

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



## PerformanceTrak At-a-Glance - January 2013

January 2013 Highlights	January 2013 <sup>1,2</sup>	January 2012 <sup>1,2</sup>	Change	% Change	Sample Size <sup>3</sup>
Mean (Average) Rounds Played - January	804	917	↓	-12.3%	3,414
Mean (Average) Days Open - January	12.6	14.4	↓	-12.5%	3,414
<b>YTD January 2013 Highlights</b>					
Mean (Average) Rounds Played - YTD	804	917	↓	-12.3%	3,414
Mean (Average) Days Open - YTD	12.6	14.4	↓	-12.5%	3,414
<b>January 2013 Median Gross Revenue Per Facility<sup>4</sup></b>					
Median Golf Fee Revenue - January	\$27,729	\$31,167	↓	-11.0%	1,186
Median Merchandise Revenue - January	\$4,288	\$4,235	↑	1.2%	1,047
Median Food & Beverage Revenue - January	\$15,798	\$15,126	↑	4.4%	794
Median Total Revenue - January	\$83,867	\$87,421	↓	-4.1%	905
<b>YTD January 2013 Median Gross Revenue Per Facility</b>					
Median Golf Fee Revenue - YTD	\$27,729	\$31,167	↓	-11.0%	1,186
Median Merchandise Revenue - YTD	\$4,288	\$4,235	↑	1.2%	1,047
Median Food & Beverage Revenue - YTD	\$15,798	\$15,126	↑	4.4%	794
Median Total Revenue - YTD	\$83,867	\$87,421	↓	-4.1%	905
<b>Performance Factor<sup>5</sup></b>	<b>Index</b>				
January 2013	100.2				
YTD January 2013	100.2				

<sup>1</sup> Rounds played, days open, and revenue data are as of February 22, 2013.

<sup>2</sup> Rounds played, days open, and revenue data are weighted by state and facility type.

<sup>3</sup> Sample size is the number of responses or average number of responses for the specified period.



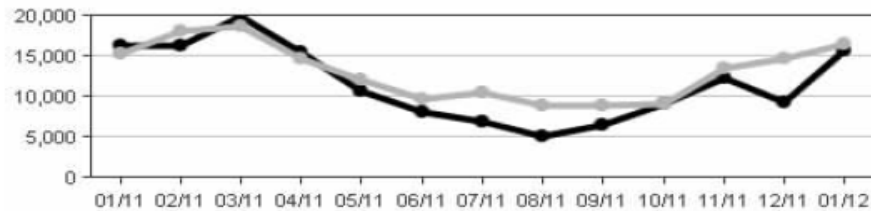
Period: 01/2012 - 01/2011  
CGM: Florida: Southeast  
Rate Set: \$76 - \$125  
Facility: Your Facility Name

Color Legend

Your Facility's Monthly Data  
Your CGM Comparative Data

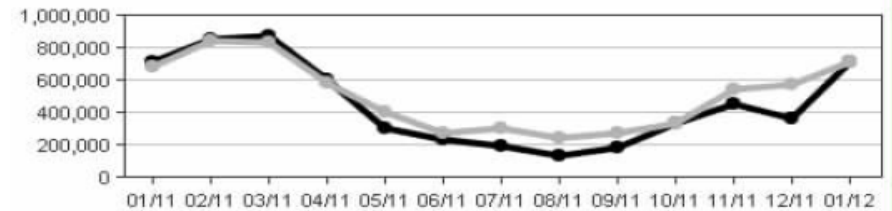
**Rounds Played**

	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	



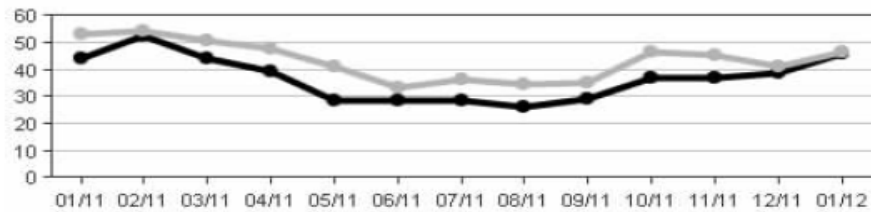
**Revenue**

	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	



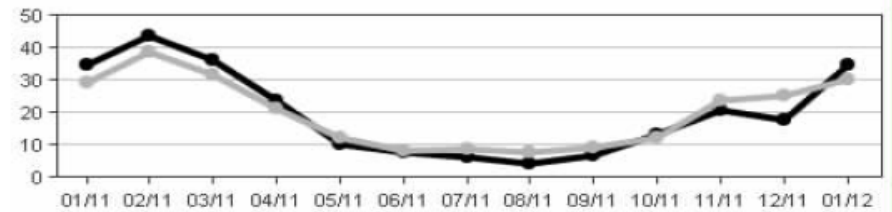
**RevPur (Revenue per Utilized Rounds)**

	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	



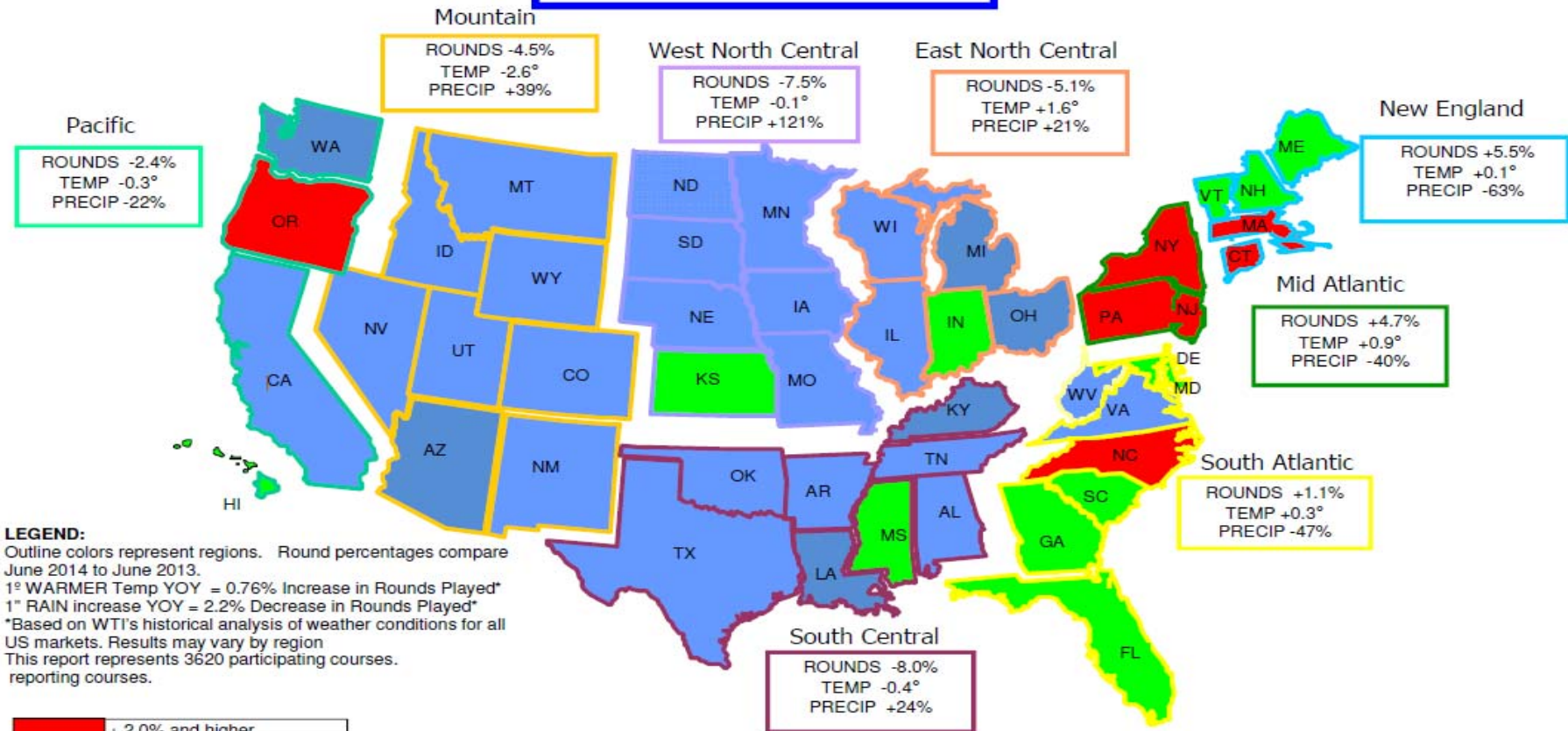
Notes:

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



# NATIONAL GOLF ROUNDS PLAYED REPORT

**U.S. TOTAL**  
**JUNE '14 YTD '14**  
 -2.8% -2.1%



## LEGEND:

Outline colors represent regions. Round percentages compare June 2014 to June 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 3620 participating courses. reporting courses.

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



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

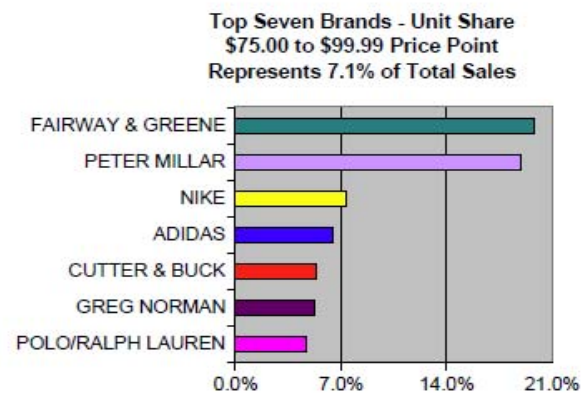
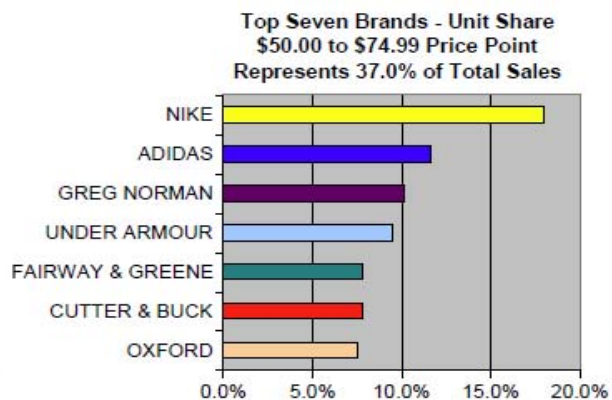
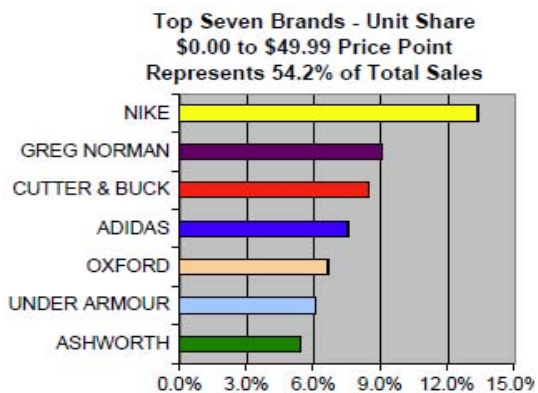
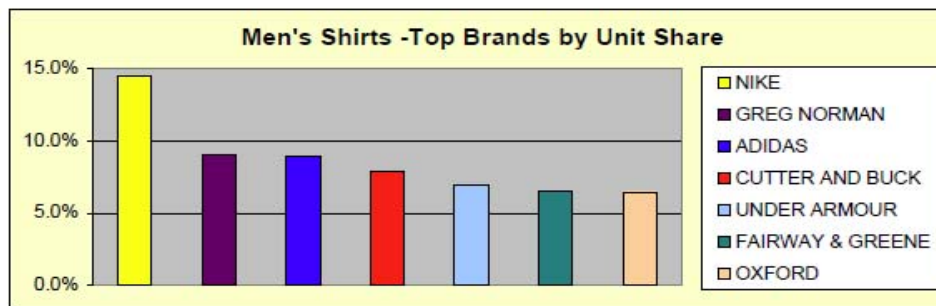
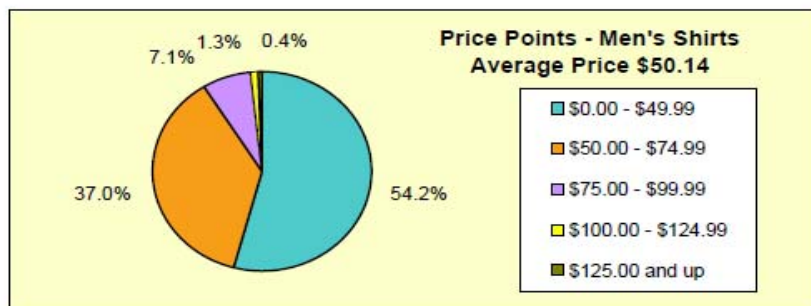




## ON COURSE - MEN'S SHIRTS

FEBRUARY, 2011

Shirts Include Short and Long Sleeve Shirts



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

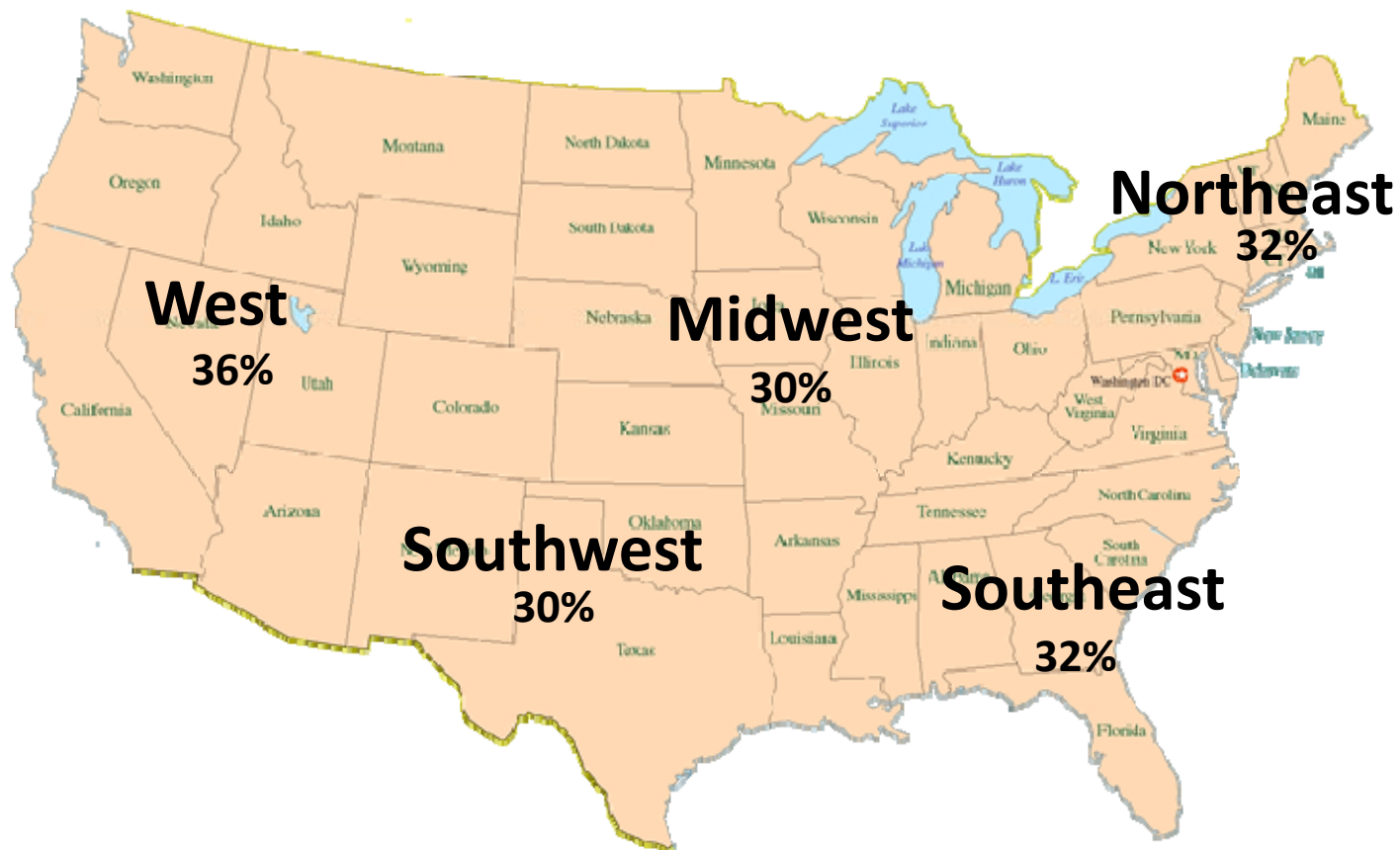
Questions? For More Information Contact Suzie Phillips, [sphillips@golfdatatech.com](mailto:sphillips@golfdatatech.com) / 888-944-4116

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

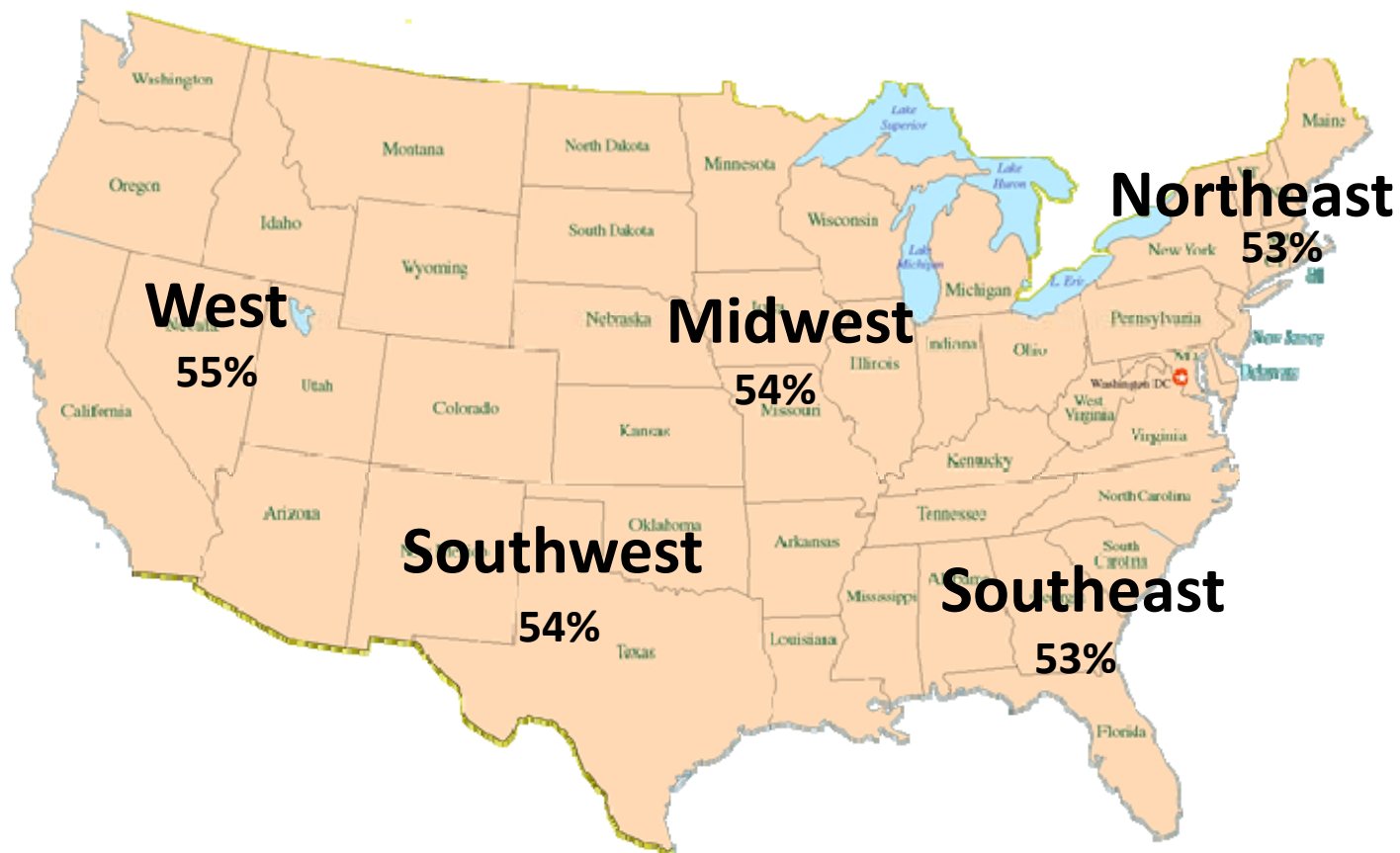






PARTICIPATION • KNOWLEDGE • SUCCESS

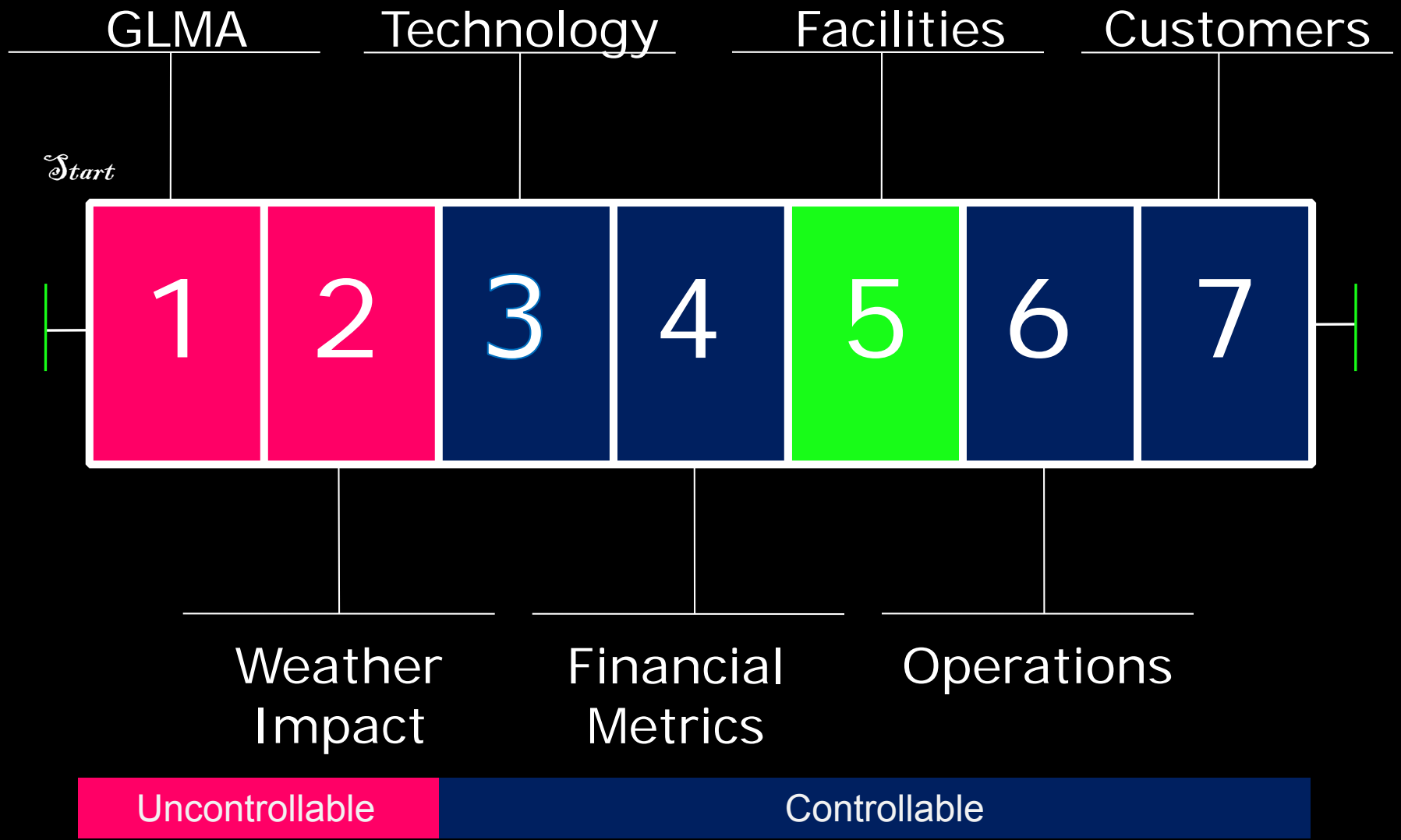
## Payroll as a Percentage of Operating Revenue National 54%





	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	<div><div><div></div><div>Golf Convergence</div></div><div>strategists - ensuring your vision becomes reality</div></div>																		
2	Course Name	Five Year Financial Forecast		Assumptions - Price					Assumptions - Quantity						Financial Projections				
3	Input Cells			2013	2014	2015	2016	2017	2013	2014	2015	2016	2018		2013	2014	2015	2016	2017
4	Rounds								37,500	37,875	38,254	38,636	39,023						
5		Season Pass							19,608	19,804	20,002	20,202	20,404						
6		General Public							17,892	18,071	18,252	18,434	18,618						
7																			
8	Assumptions	Season Passes Based on Median Rounds							38	38	38	38	38						
9		Annual Growth Factor							0.00%	1.00%	1.00%	1.00%	1.00%						
10		Cart Storage as % of Season Passes							10.00%	10.00%	10.00%	10.00%	10.00%						
11		Trail Fees as % of Season Passes							0.00%	0.00%	0.00%	0.00%	15.00%						
12		Cart Riders % of Season Passes							35.00%	50.00%	50.00%	0.00%	0.00%						
13		Cart Riders % of General Play							30.00%	50.00%	50.00%	50.00%	50.00%						
14		Food as % of Total F&B							0.00%	0.00%	0.00%	0.00%	0.00%						
15		Seasonal Wages - Maintenance							15.00	15.15	15.30	15.45	15.61						
16		Seasonal Wages - Maintenance							11.50	11.62	11.73	11.85	11.97						
17	Revenue													Current	2013	2014	2015	2016	2017
18	Green Fees																		
19		Season Passes - Unlimited	Individual	800	808	816	824	832	400	404	408	412	416		320,000	326,432	332,993	339,686	346,514
20		Season Pass - Spouse	Spouse	600	606	612	618	624	60	61	61	62	62		36,000	36,724	37,462	38,215	38,983
21		Season Pass - Dependent	Dependent	150	152	153	155	156	30	30	31	31	31		4,500	4,590	4,683	4,777	4,873
22		Season Pass - Junior	Junior	400	404	408	412	416	6	6	6	6	6		2,400	2,448	2,497	2,548	2,599
23		Season Pass - Dependent	Blended Category	300	303	306	309	312	20	20	20	21	21		6,000	6,121	6,244	6,369	6,497
24		Punch Pass - 20 rounds	20 rounds	600	606	612	618	624	0	0	0	0	0		0	0	0	0	0
25		Punch Pass - 40 rounds	40 rounds	900	909	918	927	937	0	0	0	0	0		0	0	0	0	0
26		Punch Pass - 60 rounds	60 rounds	1,040	1,050	1,061	1,072	1,082	0	0	0	0	0		0	0	0	0	0
27		General Play	Average Daily Rate (18/9/Discounts)	25	25	26	26	26	17,892	18,071	18,252	18,434	18,618		447,300	456,291	465,462	474,818	484,362
28	Green Fees													593,110	816,200	832,606	849,341	866,413	883,828
29	Carts	Cart Storage		200	202	204	206	208	30	30	30	30	30		6,000	6,060	6,121	6,182	6,244
30		Trail Fee		0	0	0	0	0	74	74	75	76	76		0	0	0	0	0
31		Season Pass		14.00	14.14	14.28	14.42	14.57	6,863	15	15	15	15		96,079	97,040	98,010	98,990	99,980
32		General Play		14.00	14.14	14.28	14.42	14.57	5,368	9,035	9,126	9,217	9,309		75,146	127,761	130,329	132,949	135,621
33	Carts													164,514	177,226	230,861	234,460	238,121	241,845
34	Merchandise			3.25	3.28	3.32	3.35	3.38	37,500	37,875	38,254	38,636	39,023	196,311	121,875	124,325	126,824	129,373	131,973
35	Food and Beverage			3.00	3.03	3.06	3.09	3.12	37,500	37,875	38,254	38,636	39,023	115,728	112,500	114,761	117,068	119,421	121,821
36	Range			2.75	2.78	2.81	2.83	2.86	37,500	37,875	38,254	38,636	39,023	86,618	103,125	105,198	107,312	109,469	111,670
37	Other			1.75	1.77	1.79	1.80	1.82	37,500	37,875	38,254	38,636	39,023	71,407	65,625	66,944	68,290	69,662	71,062
38	Total													1,227,688	1,396,551	1,474,695	1,503,295	1,532,459	1,562,200
	©Golf Convergence, 2014																		







# 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.







	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	<div><div></div><div>Golf Convergence</div><div>strategists - ensuring your vision becomes reality</div></div>																		
2	Season Length - Weeks /Mont	34	8						To complete:										
3	Task		Daily	Monthly	Yearly	Hours Per Task	Total Hours												
4	Administration	Record Keeping	7			1	238.00		B1	Enter the number of weeks that maintenance works on the course									
5	Bunkers	Rake	7			20	4,760.00		C1	Enter the number of weeks that maintenance works on the course									
6	Cart Paths	Cart Paths	7			20	4,760.00		C3 - F45	Enter the recurrence frequency of performing the task and the estimated hours for each task									
7	Clubhouse	Clubhouse Grounds	7			5	1,190.00												
8	Course	Clk. Irrigation	5			10	1,700.00		Note that by entering the data as specified, the work sheet should should automatically calculate the annual labor hours invested										
9	Course	Irrigation Repairs	3			16	1,632.00												
10	Course	Trimming	5			16	2,720.00												
11	Course	Overs eed/Topdress Areas	3			5	510.00		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.										
12	Course	Fungicides		8		5	320.00												
13	Course	Herbicides		8		8	512.00		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.										
14	Course	Insecticides		6		8	384.00												
15	Cutting	Greens					0.00												
16	Cutting	30" Collar					0.00												
17	Cutting	Tees	5			8	1,360.00												
18	Cutting	Fairways		2		8	128.00												
19	Cutting	First Cut			1	32	32.00												
20	Cutting	Roughs	7			8	1,904.00												
21	Cutting	Native Areas	7			4	952.00												
22	Cutting	Aprons	7			4	952.00												
23	Cutting	Driving Range		5		8	320.00												
24	Cutting	Verticut Greens Bi-Weekly					0.00												
25	Equipment	Cleaning			2	200	400.00												
26	Equipment	Maintenance			2	150	300.00												
27	Greens	Pins			1	225	225.00												
28	Greens	Ball Marks					0.00												
29	Greens	Topdress Green2X Month		2		6	96.00												
30	Greens	Rolling Greens					0.00												
31	Greens	Brushing Greens					0.00												
32	Maintenance	Soil Testing					0.00												
33	Maintenance	Aerification					0.00												
34	Maintenance	Fertilization					0.00												
35	Ponds	Ponds					0.00												
36	Shop	Cleaning					0.00												
37	Shop	Maintenance					0.00												
38	Shop	Gardens					0.00												
39																			
40																			
41	Task		Daily	Monthly	Annually		Total Hours												
42	Tees	3X Markers					0.00												
43	Tees	Overs eed Tees					0.00												
44	Tees	Topdress Tees					0.00												
45	Training	Training					0.00												
46	Trees	Trees/Ornamental					0.00												
47	Total Man Hours Required						25,395.00												
48																			

Page 1

©Golf Convergence, 2014





# Golf Course Builders Association of America Cost Guide Tool Home Page

V 6.0

## Step #1 Choose Your State

Help

Florida-Urban/Resort

Choose "Metric Conversion" In the Drop Down Box  
For A Metric Version Of The Cost Guide

## Step #2 Choose Project Type

Help

New Golf Course

- Full 18 Hole Renovation
- USGA Green Surface Renovation
- Tee Renovation
- Bunker Renovation
- Irrigation Renovation
- New Golf Course
- Manual Mode



GLMA

Technology

Facilities

Customers

*Start*

1

2

3

4

5

6

7

Weather  
Impact

Financial  
Metrics

Operations

Uncontrollable

Controllable



# 6

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

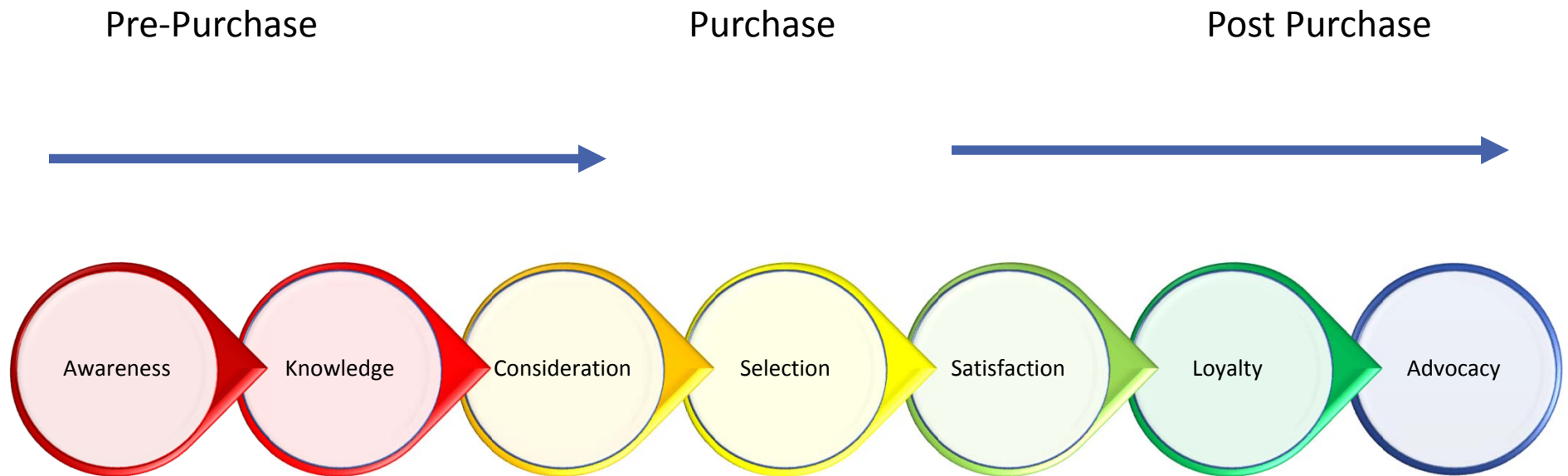


# The Assembly Line of Golf

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



# Creating a Sustaining Brand



## 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  
 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







# Golf Convergence

strategists - ensuring your vision becomes reality

**\$124.30**

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

Select

Course Type

Municipal

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

Step 1 - Slope

Description

Select Slope Rating for Your Course from the Back  
Tees (Select Only One)

Under 113  
114 - 120  
121-125  
126-130  
131-135  
136 - 140  
141-145  
Over 145

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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.

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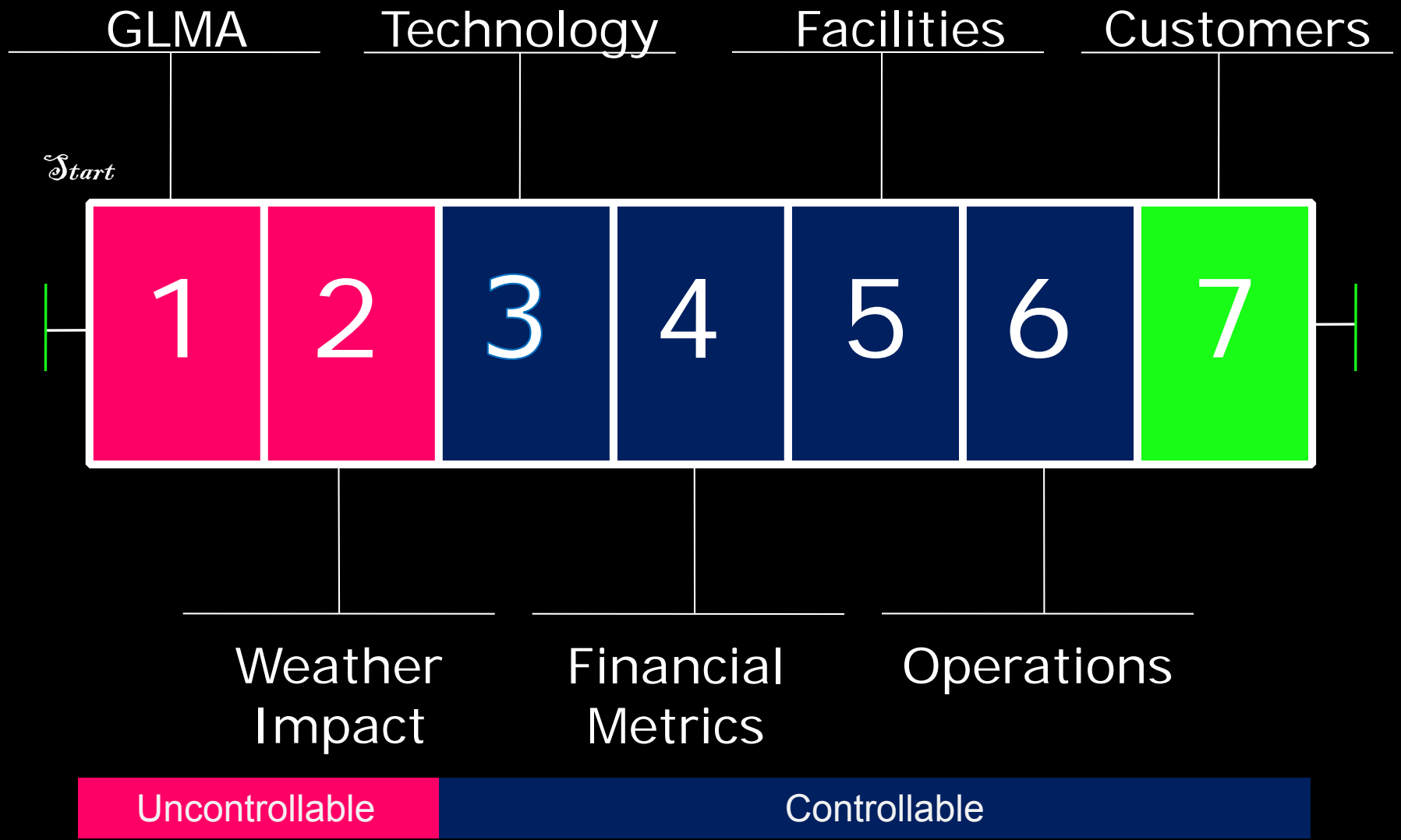
Cover

Registration

Value









# 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

Does the Process Work





# Your Take – A ways

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

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

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

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

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

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

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

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



# Does the Process Work?

## Participant Response

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

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

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



**Del Ratcliffe, PGA**  
**Ratcliffe Golf Services, Inc.**

*President*

800 Radio Road  
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(704) 236-3921 (cell)  
(866) 552-9988 (fax)

[dratcliffe@earthlink.net](mailto:dratcliffe@earthlink.net)



# Does the Process Work?

## Participant Response

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



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

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

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# Does the Process Work?

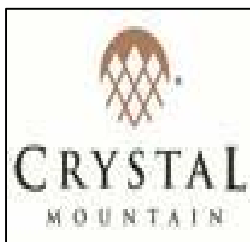
## Participant Response

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!!



Brad Dean | Director of Golf  
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# So, what does it all mean?





# DID YOU KNOW

Common Ground

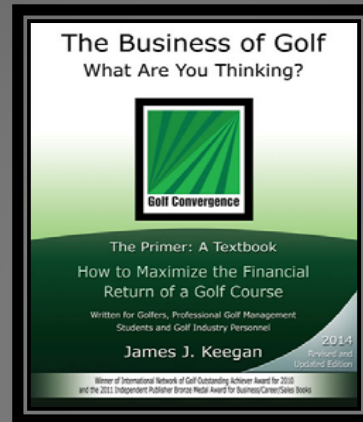




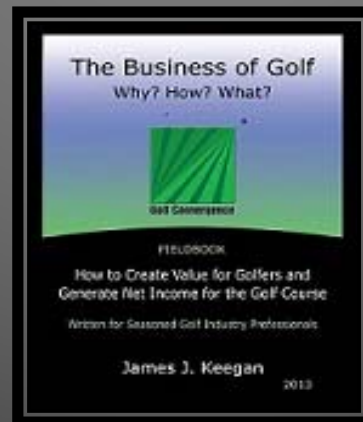
# Solution 1: Self - \$199.95 “Why50”

[www.golfconvergence.com](http://www.golfconvergence.com)

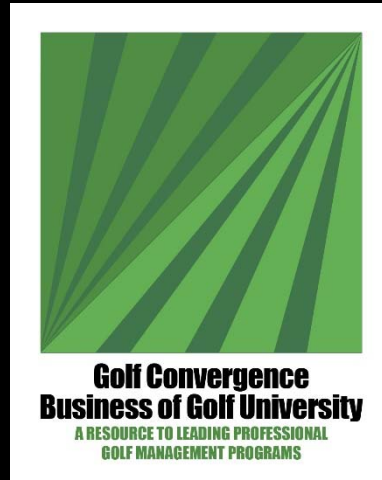
## Basic Primer



## Seasoned Professionals







# Winter Webinar Series:

## January 8, 2015

### Create 2015 Strategic Plan and Annual Budget

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

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





## 2014 Program

[University](#)
[Class Schedule](#)
[Class Exercises](#)
[Attributions](#)
[Register Now](#)

### Tweets

Follow



**JJ Keegan** @golfconvergence 8h  
Hubspot provides brand new piece of content to give you all the keys to inbound marketing for your golf course.  
[bit.ly/1nS9S8j](http://bit.ly/1nS9S8j)



**JJ Keegan** @golfconvergence 10h  
Free Webinar Tomorrow: With Fall & Football Near, Winning Playbook Revealed for Golf Courses [p0.vresp.com/yLecwk](http://p0.vresp.com/yLecwk) #vr4smallbiz



**JJ Keegan** @golfconvergence 1 Sep  
UAL - No 1st or business saver awards/upgrades to Hawaii open from 1st week of Dec. to July 4. 2.6 million miles. Can't use benefits. Wow!



**JJ Keegan** @golfconvergence 29 Aug



## Golf Convergence Business of Golf University

A RESOURCE FOR GOLF INDUSTRY PERSONNEL SEEKING EXCELLENCE



### Announcing Golf Convergence's *BUSINESS OF GOLF UNIVERSITY*

Ten golf courses will be selected to participate in 2 month webinar series in which their 2015 strategic plans will be created implementing the 7 steps and the accompanying 21 templates presented in Business of Golf book series. Call 303 283 8880 now for early

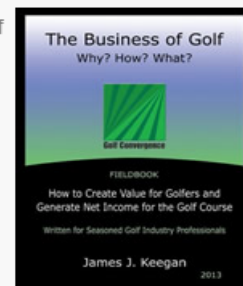
FALL registration and to secure spot with seating limited to just 10 courses. Your golf course management team will be guided to create a winning strategic vision, determine the resources allocated and the policies and procedures to achieve consistent execution. The concepts presented will ensure your golf course achieves it financial potential in 2015. Coming September 2014!

### The Program

The principles and templates were vetted by 11 leading golf course managers operating 34 golf courses for a Clemson University Ed.D. Dissertation written by the Director of PGA Professional Golf Management Program. These unique insights and perspectives are presented in the textbook, "[The Business of Golf - Why? How? What?](#)". Begin making a difference in your golf course's financial fortunes with the July special: 40% off - "WHY40" discount code at checkout.

Each course selected will have created for it a strategic blueprint that will be easy to understand and simple to execute. Each participant, in addition to two textbooks, will receive:

1. A geographic local market analysis identifying the financial potential of your facility. There are six key numbers that





## 2015 Program

University

Class Schedule

Class Exercises

Attributions

**Register Now**

### Tweets

 Follow



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



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



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



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

Tweet to @golfconvergence

## 2015 Business of Golf University CLASS SCHEDULE



### The Golf Convergence Business of Golf University January, 2015

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



RFP

\$30,000 for 1 courses

\$75,000 for 5 courses

National Golf Foundation

Global Golf Advisors

Golf Convergence

Sirius Consulting



DID YOU  
**KNOW**

FAD





F  
A  
D



# Focus

# A

# D



Focus  
Action  
D



Focus

Action

Decision



# What's Important Now





# The 20 most popular TED Talks, as of this moment

📍 Posted by: [Kate Torgovnick May](#) December 16, 2013 at 4:05 pm EDT



UPDATED: To see all these talks at one click, check out our updated [Playlist: The 20 Most Popular Talks of All Time](#).

As 2013 draws to a close, TED is deeply humbled to have posted 1600+ talks, each representing an idea worth spreading. So which ideas have had the most widespread impact? Below, a look at the 20 most-watched talks as of December 2013. These viewership numbers include all the platforms we track: TED.com, YouTube, iTunes, embed





Browse an ever-growing collection of stories from people that overcame the odds through pure defiance and determination alone; a remarkable group of people that embody the Can and Will spirit.





# Got Any





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



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