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IMPACTING COMMUNITIES THROUGH

CONSERVATION

SOCIAL EQUITY

Session 280

The Winning Playbook For Golf Courses

September 16, 2015



J.J. Keegan, Managing Principal

J. J. KEEGAN: MY PASSION

**CREATE VALUE FOR GOLFERS
ON A FOUNDATION THAT OPTIMIZES THE FINANCIAL PERFORMANCE OF A GOLF COURSE.**

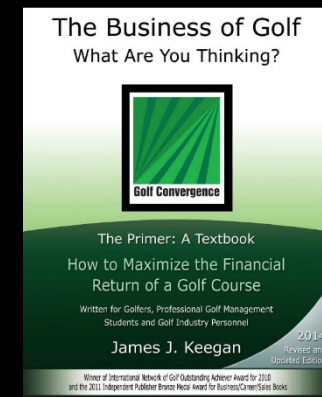
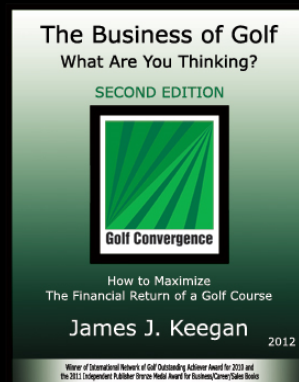


- ◆ Golf Strategist – 11 years including 7 months as GM operating golf course for client.
 - Recent Client Engagements: Cities of Arlington, Litchfield, Louisville, Cog Hill Golf and Country Club, Kokanee Springs, MacDonald Island Park, Minneapolis Park Board, Play Golf Calgary, Rock Round, Talking Stick Resort
 - Webinar Series: 15 golf course management teams operating 51 golf courses through a strategic planning process including: Bloomington, Charlotte, Cedar Rapids, Columbus, Fort Worth, San Antonio, Virginia Beach, participated.
- ◆ CEO - Fairway Systems: Golf Management Software – 16 years (450 golf courses, 7 countries)
- ◆ Memberships: NGF, GCSAA
- ◆ Speaker: NGCOA – Canada, Golf Course Superintendents Association, NRPA, Golf Course Builders, PGA Sections
- ◆ Webinar Host: Clemson University, Keiser College, Holland College, Golf Academy, Professional Golfers Career College
- ◆ Golf Magazine Panelist: **Visited 4,000+ golf courses** in 46 of the 203 countries, **played 1,600+** of the world's 34,011 courses
- ◆ Education: BBA – TCU, MBA – University of Michigan
- ◆ Licensing: CPA
- ◆ Author: 4700 copies sold, 16 countries, 15 Universities

“The Business of Golf: What Are You Thinking?” (A Basic Primer)

“The Business of Golf: Why? How? What?” (Seasoned Professionals)

The Business of Golf - Series



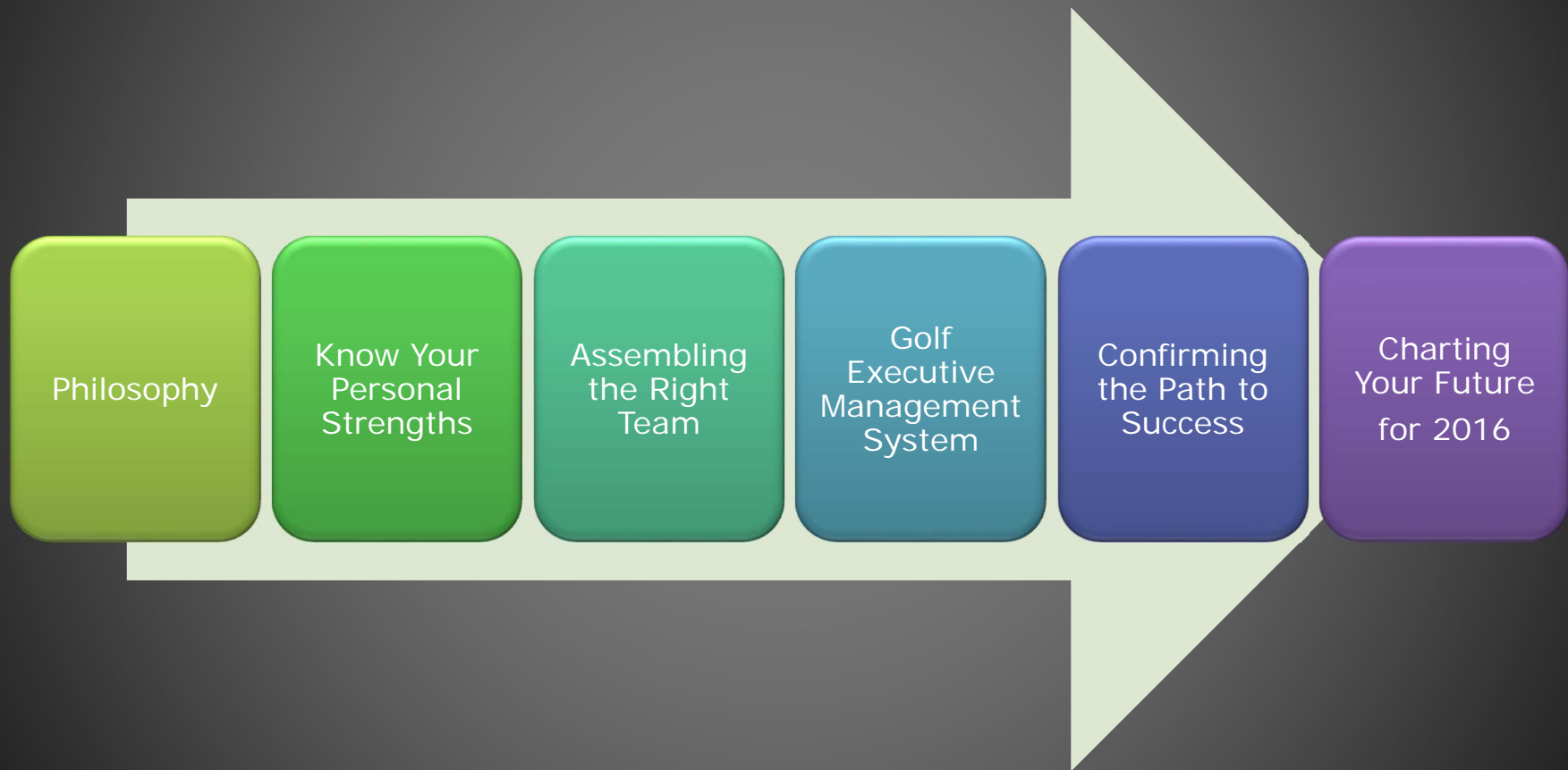
DID YOU
KNOW

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



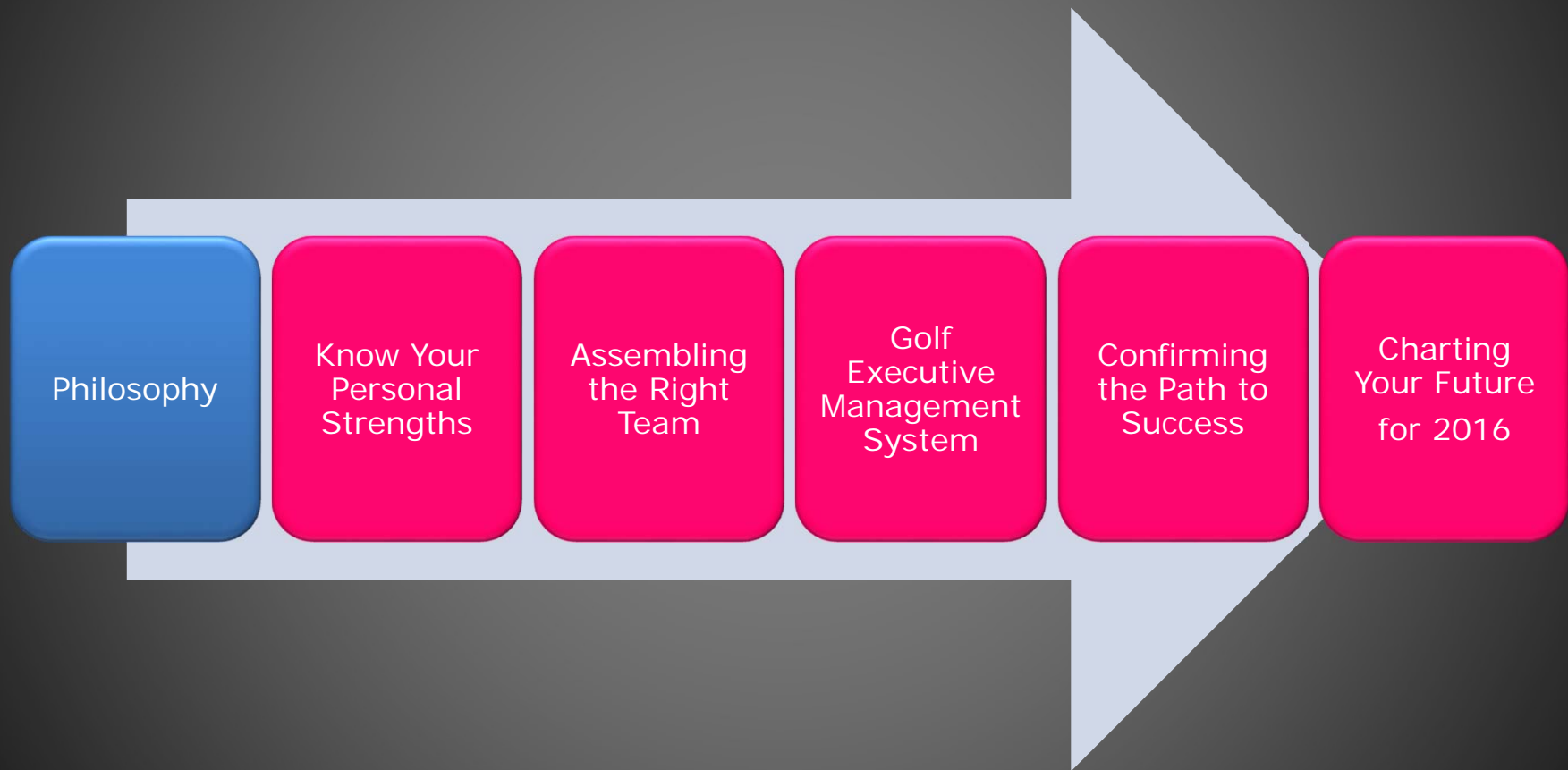
Here Is What We Are Going To Achieve Today:

Provide You the Winning Playbook for Golf Courses



Here Is What We Are Going To Achieve Today:

Provide You the Winning Playbook for Golf Courses



The Path Has Many Forks



Fact 1

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

Only **80%** can cover **operational costs**

Less than **50%** can cover **debt**

Less than **20%** can cover **future capital**



Video

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 centralized. 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.

FACTS

COUNTRIES WITH 500+ GOLF FACILITIES

9

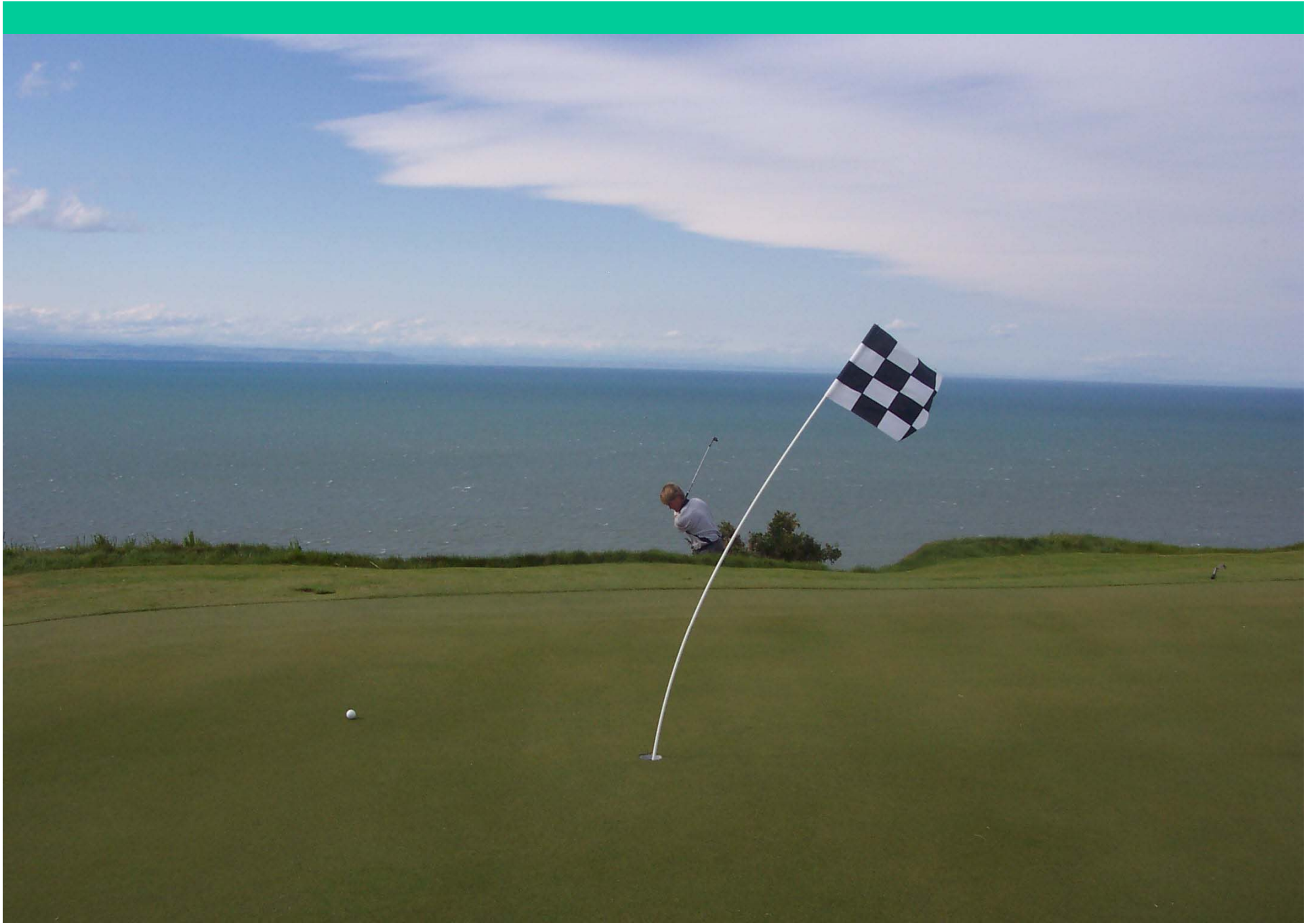
COUNTRIES WITH 100+ GOLF FACILITIES

30

COUNTRIES WITH ONLY ONE GOLF FACILITY

50

TEN COUNTRIES ACCOUNT FOR 79% OF GOLF FACILITIES



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





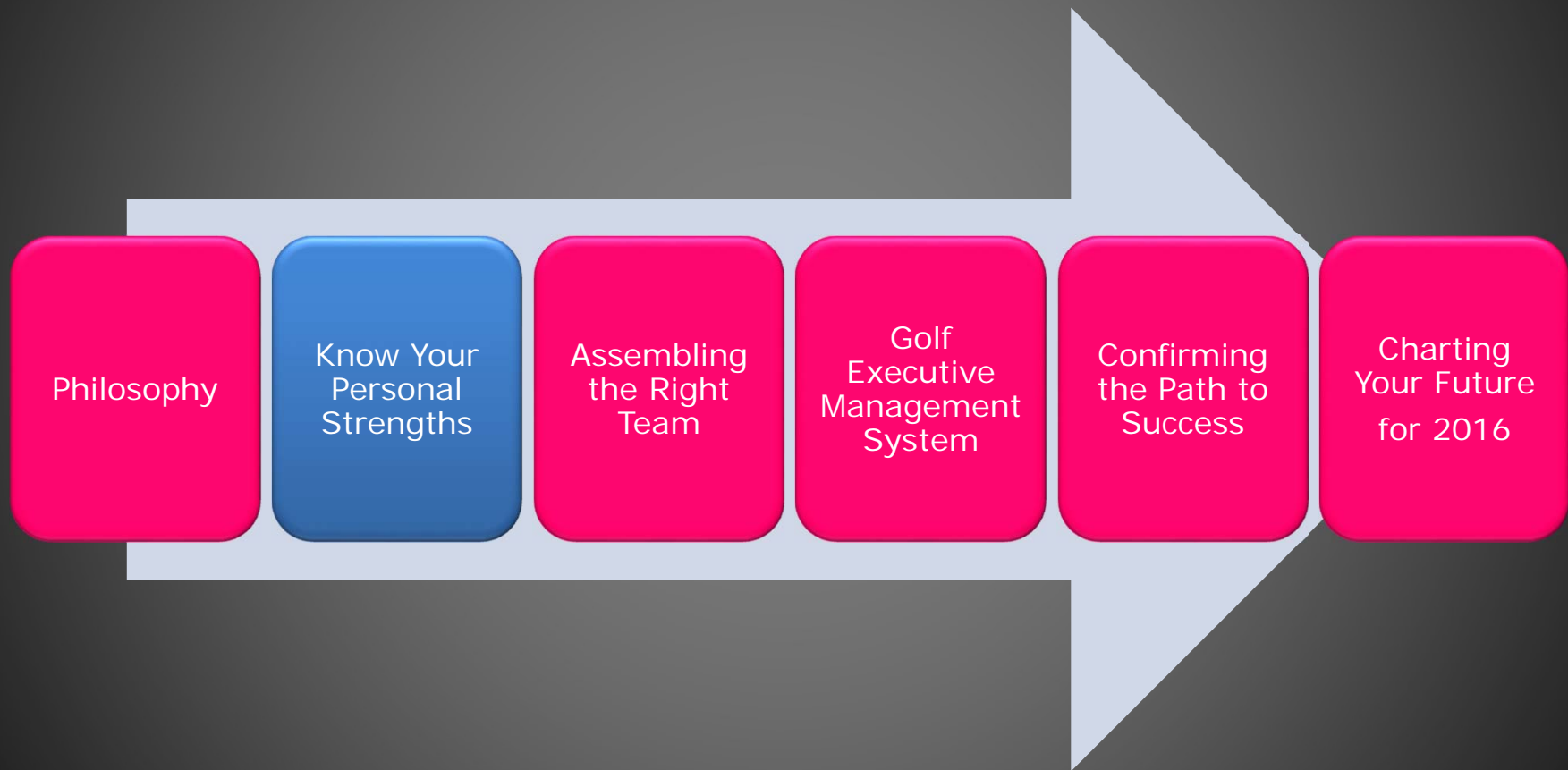
“In the beginner’s mind there are many possibilities, in the expert’s mind there are few.”

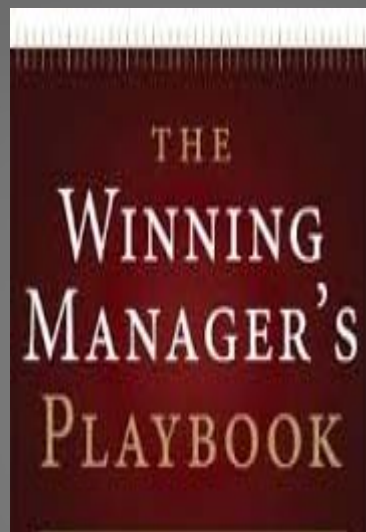
—Shunryu Suzuki



Here Is What We Are Going To Achieve Today:

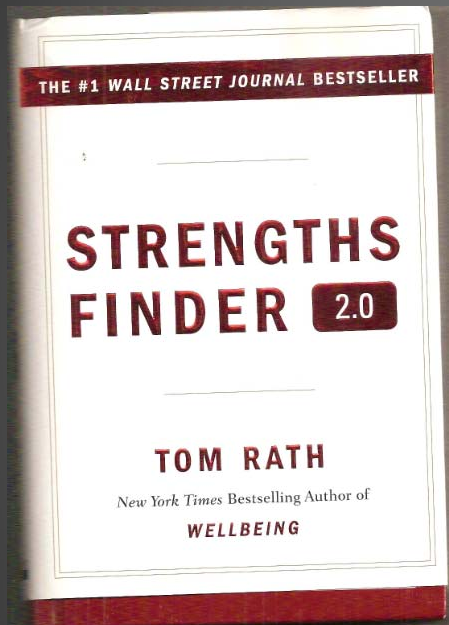
Provide You the Winning Playbook for Golf Courses







33 Primary Strengths



LEARNER

ACHIEVER

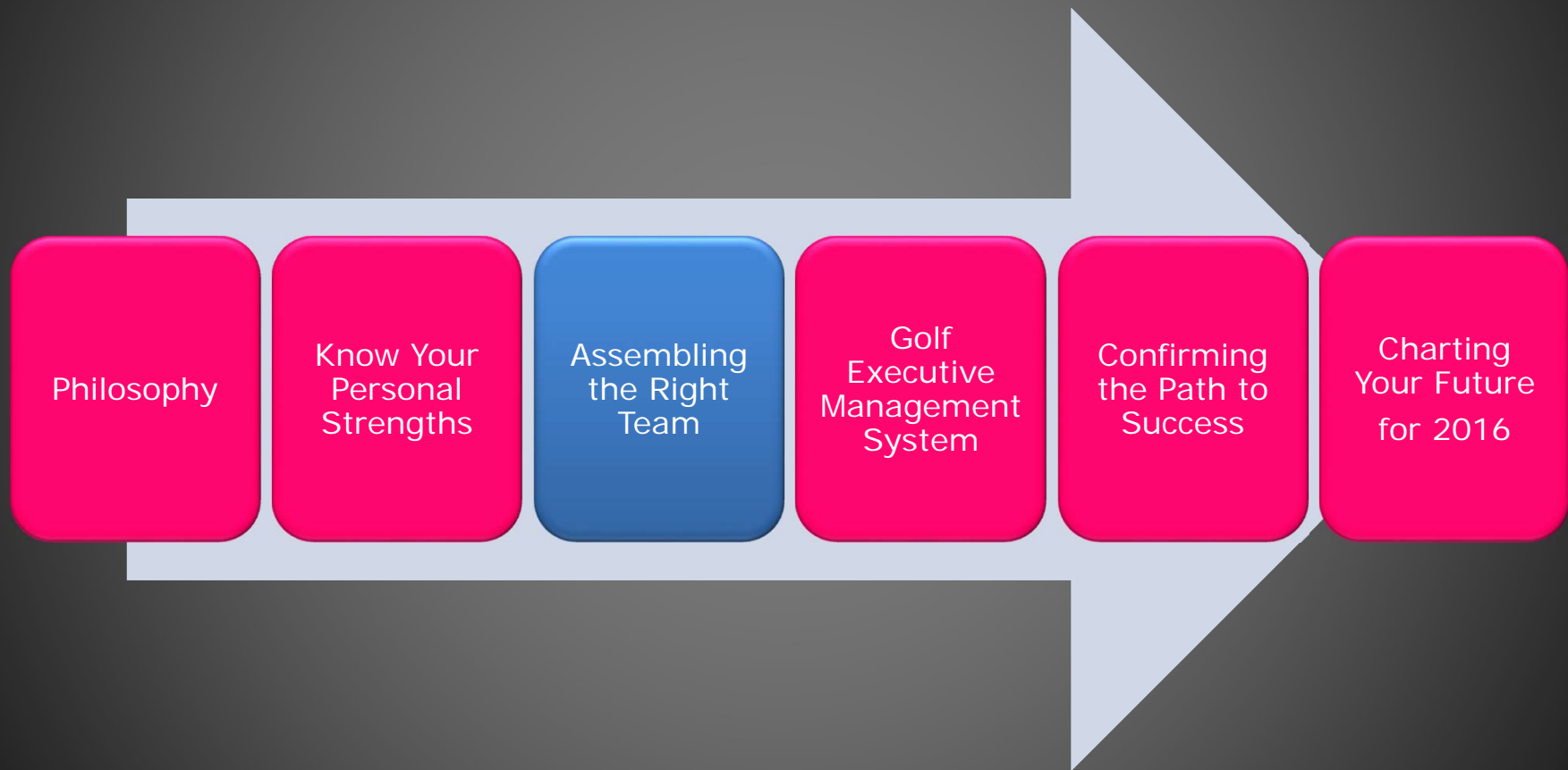
FOCUS

STRATEGIC

ANALYTICAL

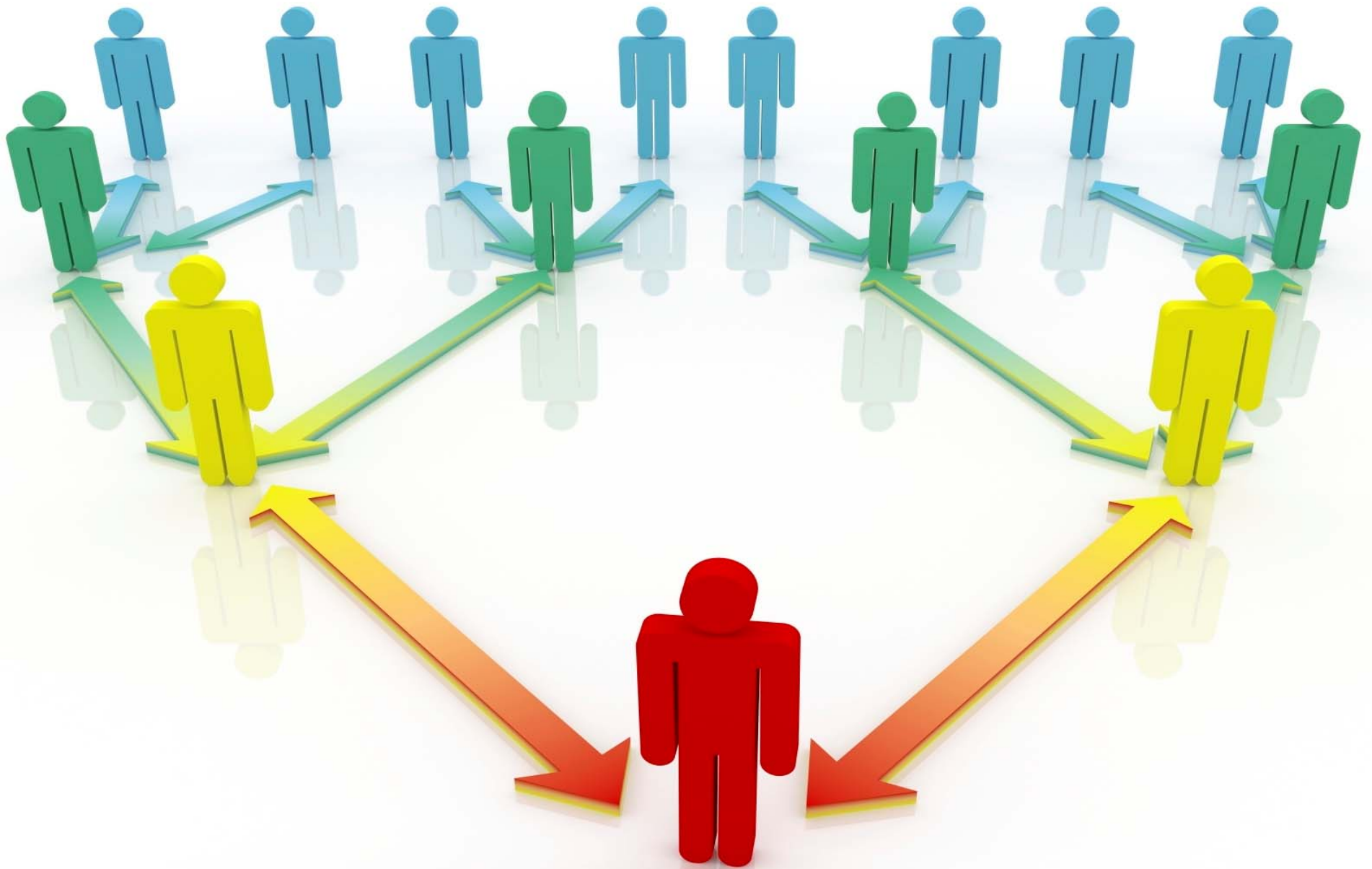
Here Is What We Are Going To Achieve Today:

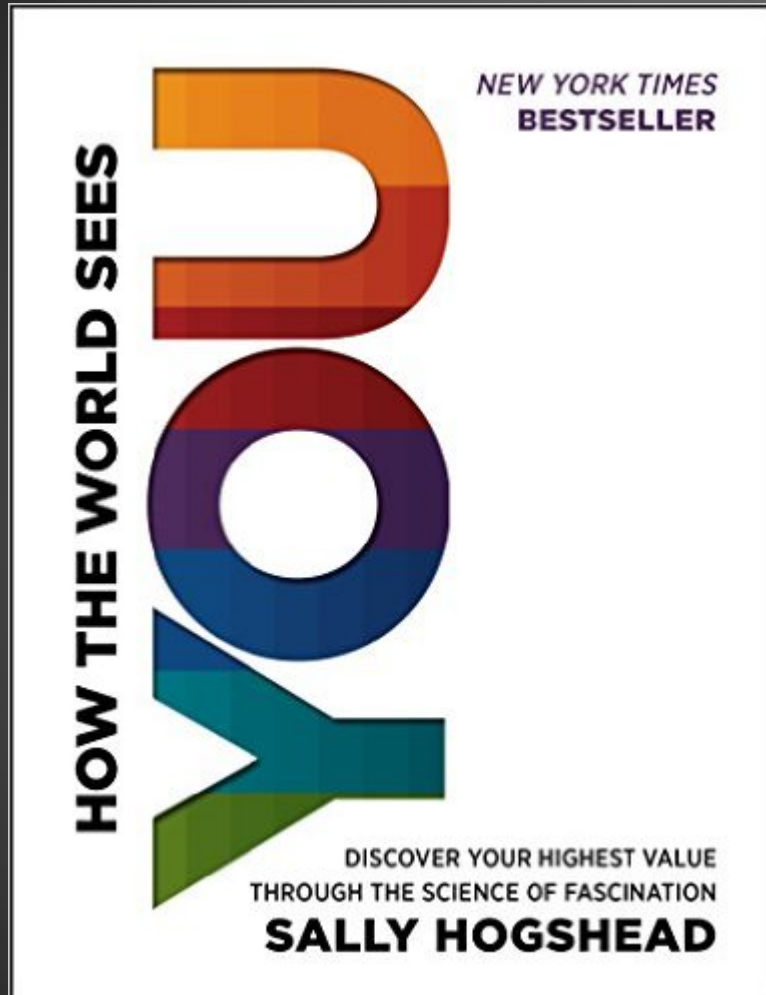
Provide You the Winning Playbook for Golf Courses



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.





MAESTRO

Create

Astute Insights =
Meaningful Value

SECONDARY FASCINATION ADVANTAGE *** HOVER OVER EACH ARCHETYPE TO LEARN HOW IT FASCINATES ***

PRIMARY FASCINATION ADVANTAGE

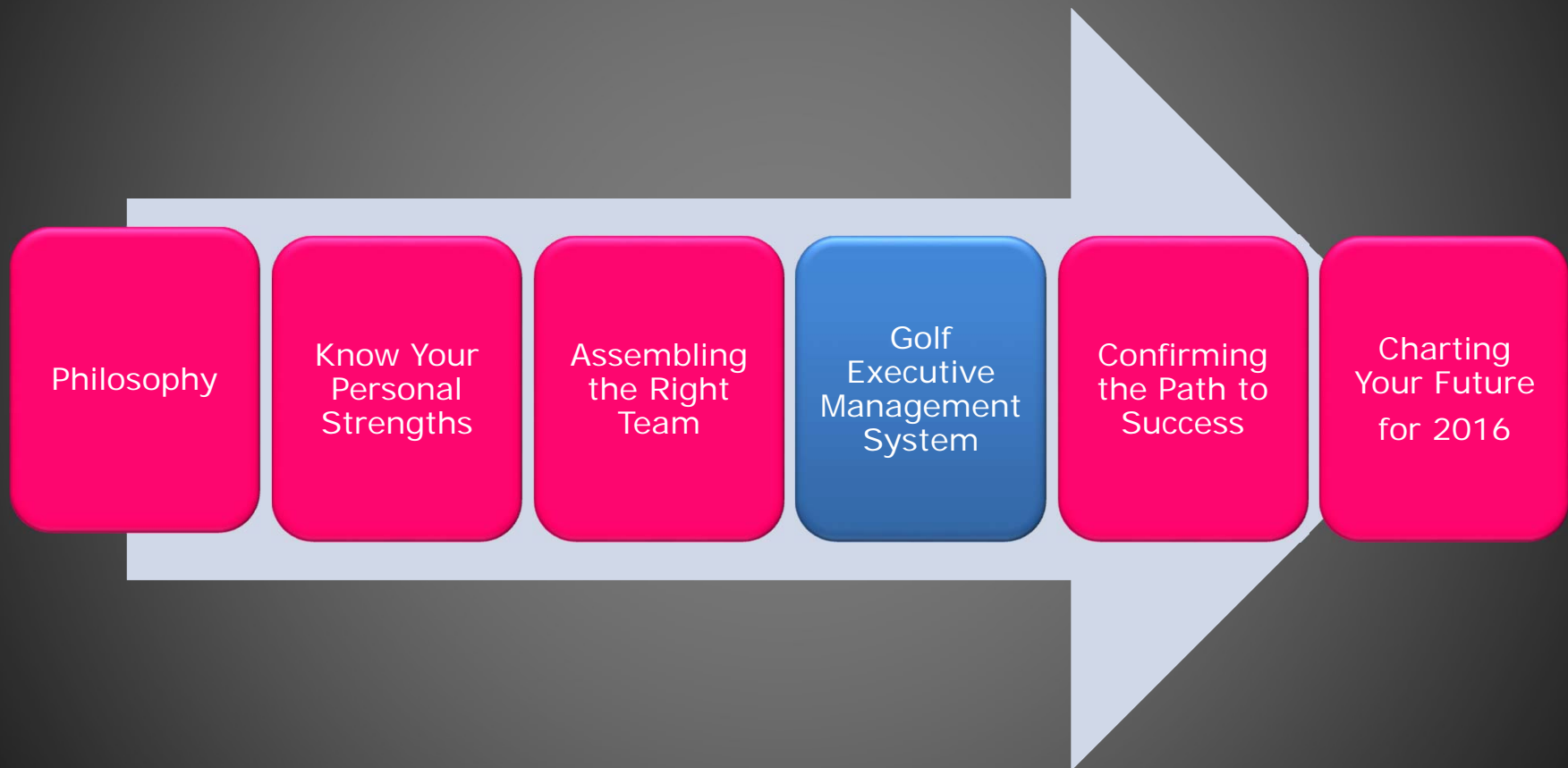
	INNOVATION <i>You change the game with creativity</i>	PASSION <i>You connect with emotion</i>	POWER <i>You lead with command</i>	PRESTIGE <i>You earn respect with higher standards</i>	TRUST <i>You build loyalty with consistency</i>	MYSTIQUE <i>You communicate with substance</i>	ALERT <i>You prevent problems with care</i>
INNOVATION <i>You change the game with creativity</i>	Innovation + Innovation THE ANARCHY	Innovation + Passion THE ROCKSTAR	Innovation + Power THE MAVERICK LEADER	Innovation + Prestige THE TRENDSETTER	Innovation + Trust THE ARTISAN	Innovation + Mystique THE PROVOCATEUR	Innovation + Alert THE QUICK-START
PASSION <i>You connect with emotion</i>	Passion + Innovation THE CATALYST	Passion + Passion THE DRAMA	Passion + Power THE PEOPLE'S CHAMPION	Passion + Prestige THE TALENT	Passion + Trust THE BELOVED	Passion + Mystique THE INTRIGUE	Passion + Alert THE ORCHESTRATOR
POWER <i>You lead with command</i>	Power + Innovation THE CHANGE AGENT	Power + Passion THE RINGLEADER	Power + Power THE AGGRESSOR	Power + Prestige THE MAESTRO	Power + Trust THE GUARDIAN	Power + Mystique THE MASTERMIND	Power + Alert THE DEFENDER
PRESTIGE <i>You earn respect with higher standards</i>	Prestige + Innovation THE AVANT-GARDE	Prestige + Passion THE CONNOISSEUR	Prestige + Power THE VICTOR	Prestige + Prestige THE IMPERIAL	Prestige + Trust THE BLUE CHIP	Prestige + Mystique THE ARCHITECT	Prestige + Alert THE SCHOLAR
TRUST <i>You build loyalty with consistency</i>	Trust + Innovation THE EVOLUTIONARY	Trust + Passion THE AUTHENTIC	Trust + Power THE GRAVITAS	Trust + Prestige THE DIPLOMAT	Trust + Trust THE OLD GUARD	Trust + Mystique THE ANCHOR	Trust + Alert THE GOOD CITIZEN
MYSTIQUE <i>You communicate with substance</i>	Mystique + Innovation THE SECRET WEAPON	Mystique + Passion THE SUBTLE TOUCH	Mystique + Power THE VEILED STRENGTH	Mystique + Prestige THE ROYAL GUARD	Mystique + Trust THE WISE OWL	Mystique + Mystique THE DEAD BOLT	Mystique + Alert THE ARCHER
ALERT <i>You prevent problems with care</i>	Alert + Innovation THE COMPOSER	Alert + Passion THE COORDINATOR	Alert + Power THE ACE	Alert + Prestige THE EDITOR-IN-CHIEF	Alert + Trust THE MEDIATOR	Alert + Mystique THE DETECTIVE	Alert + Alert THE CONTROL FREAK

*** HOVER OVER EACH ARCHETYPE TO LEARN HOW IT FASCINATES ***

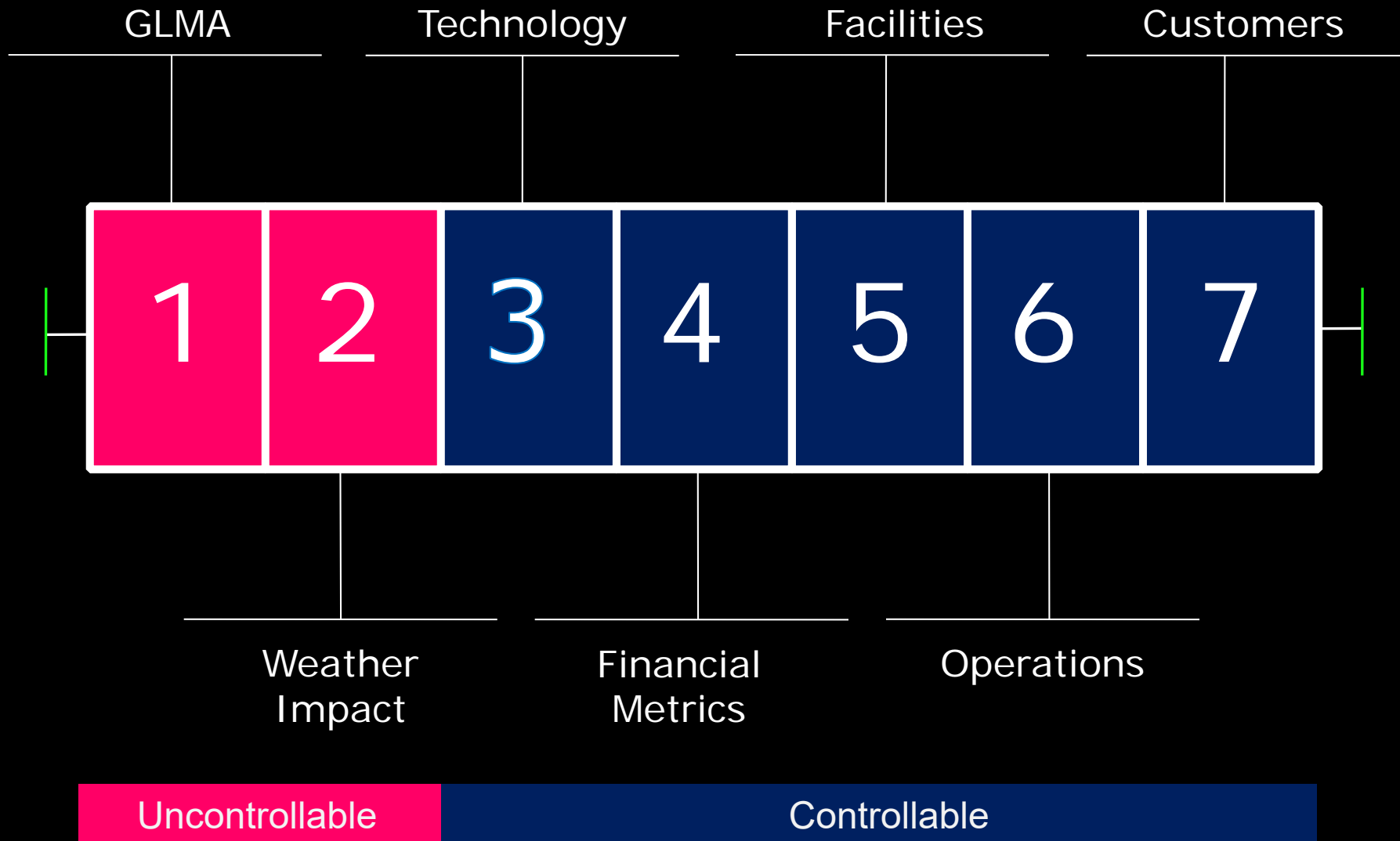




























Here Is What We Are Going To Achieve Today:

Provide You the Winning Playbook for Golf Courses



Golf Executive Management System



<input type="checkbox"/> Name	Date modified	Type	Size
 A. Instructions for Operational Tools.docx	11/26/2014 1:13 PM	Microsoft Word D...	16 KB
 B. Pre Test Survey.pdf	7/20/2014 1:32 PM	Adobe Acrobat D...	222 KB
 C. National Strategic Planning Survey.pdf	1/7/2015 4:20 PM	Adobe Acrobat D...	2,518 KB
 D. Vision - Public.pdf	7/20/2014 1:51 PM	Adobe Acrobat D...	221 KB
 E. Vision - Private.pdf	7/20/2014 1:53 PM	Adobe Acrobat D...	397 KB
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 Step 2 - Weather Playable Days 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,663 KB
 Step 3 - Technology Integration Checkpoint 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,729 KB
 Step 4 - Cash Flow Forecast -Five Year- Daily Fee and Municipal - 3 Course 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,812 KB
 Step 4 - Cash Flow Forecast -Five Year- Daily Fee and Municipal - 4 Course 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,842 KB
 Step 4 - Cash Flow Forecast -Five Year- Daily Fee and Municipal 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	3,051 KB
 Step 4 - Cash Flow Forecast-Five Year-Private Club and Resort 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	2,851 KB
 Step 4 - Green Fee Calculator - Complex - Quantitative 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	2,849 KB
 Step 4 - Green Fee Yield - Revenue Modeling Exercise 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,721 KB
 Step 4 - Punch Pass Subscription Fee Analysis 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,715 KB
 Step 4 - Season Pass - Fair Fee 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,692 KB
 Step 4 - Season Pass Sensitivity Analysis 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,720 KB
 Step 5 - Annual Golf Maintenance Labor Scheduler 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,679 KB
 Step 5 - Deferred Capital Expenditures Calculations 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,691 KB
 Step 5 - Equipment Template 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,751 KB
 Step 5 - Funds Basis Labor Analysis 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	2,799 KB
 Step 5 - Golf Course Maintenance Business Plan & Budget 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	3,288 KB
 Step 5 - Task Basis Labor Analysis 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,976 KB
 Step 5 - Weekly Golf Maintenance Labor Scheduler 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,752 KB
 Step 6 - Golf Course Checklist - Secret Shopper 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,787 KB
 Step 7 - Customer Value Experience 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	1,751 KB

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**.

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

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

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

Hypotheses 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%

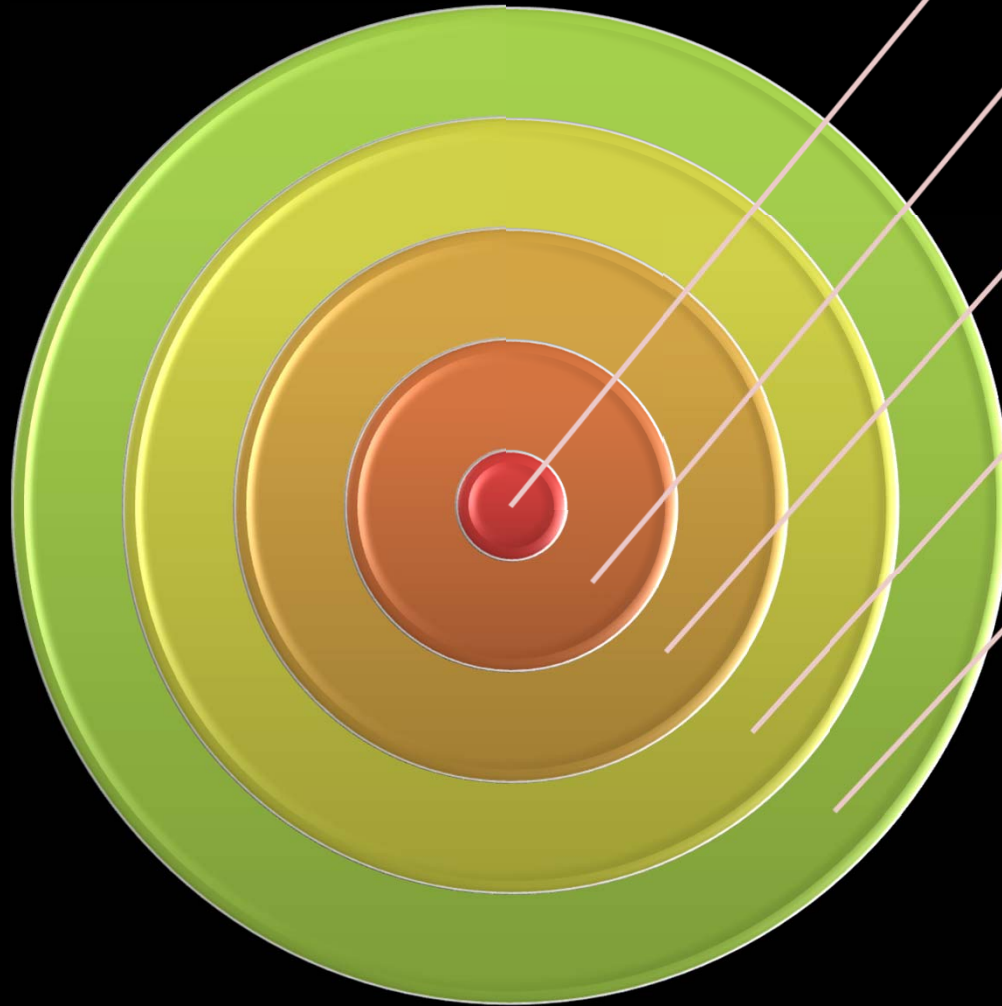
Core: Slope Rating 115 -124, <10 Miles
75%, MHI \$45,000 - \$65,000, Typical Age &
Ethnicity, 1,600 – 2,000 Golfers Per 18,

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

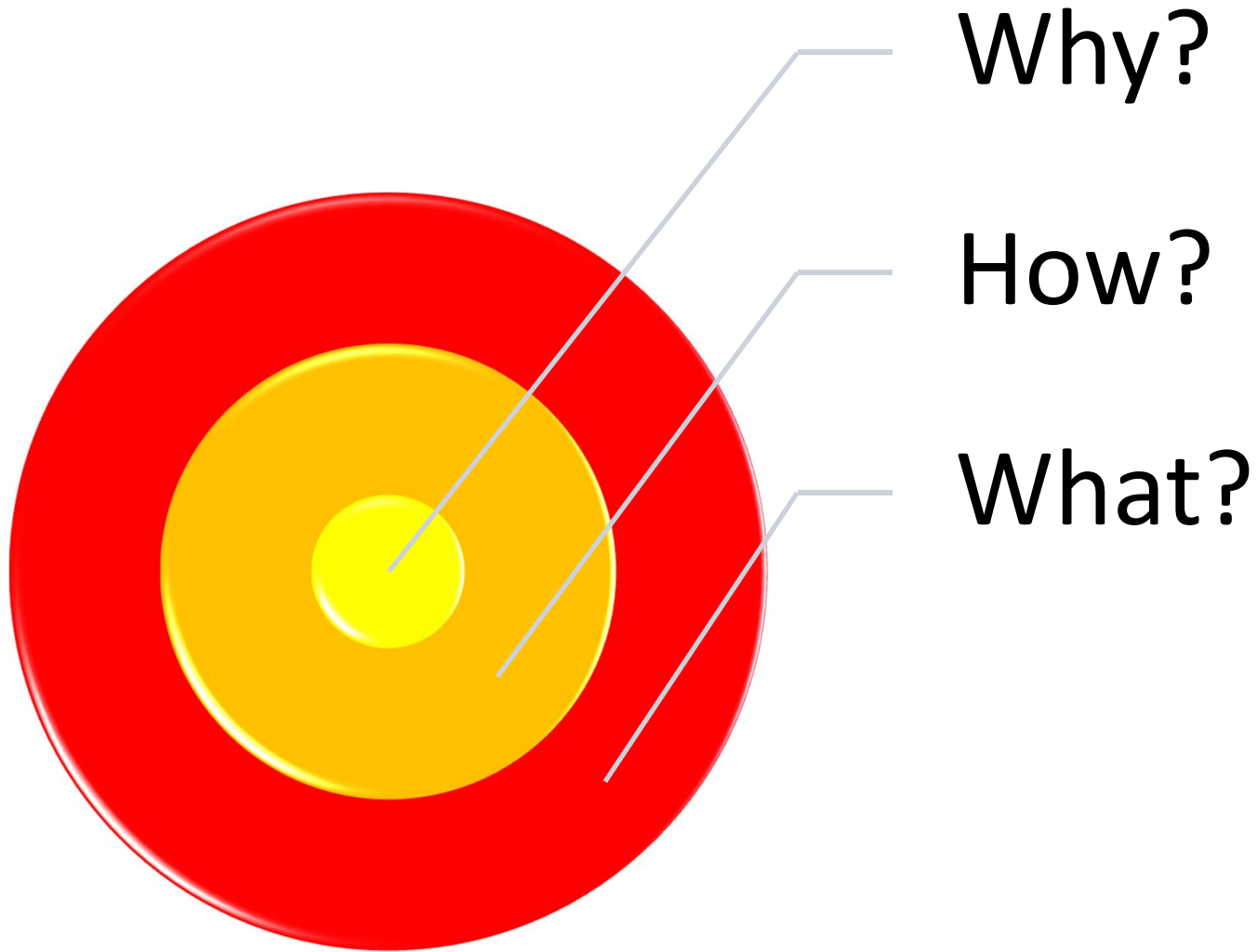


DID YOU
KNOW

The Formula



The Golden Circle of Communication™
Simon Sinek



Office DEPOT

SIMONSINEK



Video



00:20.10



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.

Walt Disney World

“Walt Disney World has four 18-hole golf courses and one 9-hole golf course on the property. Two great 18-hole architects, Joe Lee and Tom Fazio, will present you with various challenges in design and course strategy on championship caliber courses.

Combined with Disney’s world-renowned level of service, you will have a great experience playing these courses, whether staying at a Walt Disney World resort on vacation or for a business trip in the area.

The three Joe Lee courses (the Magnolia, Palm and Lake Buena Vista) harken to the original days of Walt Disney World and more traditional Florida golf course design. Through 2012, the Palm and Magnolia courses hosted an annual PGA Tour professional event in the fall of each year, which had been a part of Disney World golf tradition since 1971.

The Tom Fazio designed Osprey Ridge course brings an updated approach to course design with interesting challenges and elevations in the midst of the more remote parts of the Walt Disney World property.”

Walt Disney World

“Be thrilled by a magical journey through an enchanted forest crafted by the leading wizards of golf course sorcery, Tom Fazio and Joe Lee.

While you may be tricked often, Mickey and his friends will ensure that you are charmed and treated to a memorable experience at the Kingdom of entertainment—Disney World.”

Municipal or Daily Fee Golf Course

“We are here to provide a cauldron to allow you to learn how good you are at golf and show you much you appreciate the traditions of the game.”

This would be appropriate wording for a course with a slope rating greater than 140. The subtle message here is to bring your game, and that this is not the facility for rank amateurs who don't appreciate the challenges golf offers and the traditions so respected in golf that shape the culture of the game.

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

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

Torrey Pines is the beautiful site of one of the most memorable battles in golf’s history—the 2008 U.S. Open. While taking in the views and gorgeous weather, discover our award-winning golf shop where you can take home some of the magic.

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

Municipal or Daily Fee Golf Course

“We deliver a convenient and affordable recreational experience for those who play just for fun.”

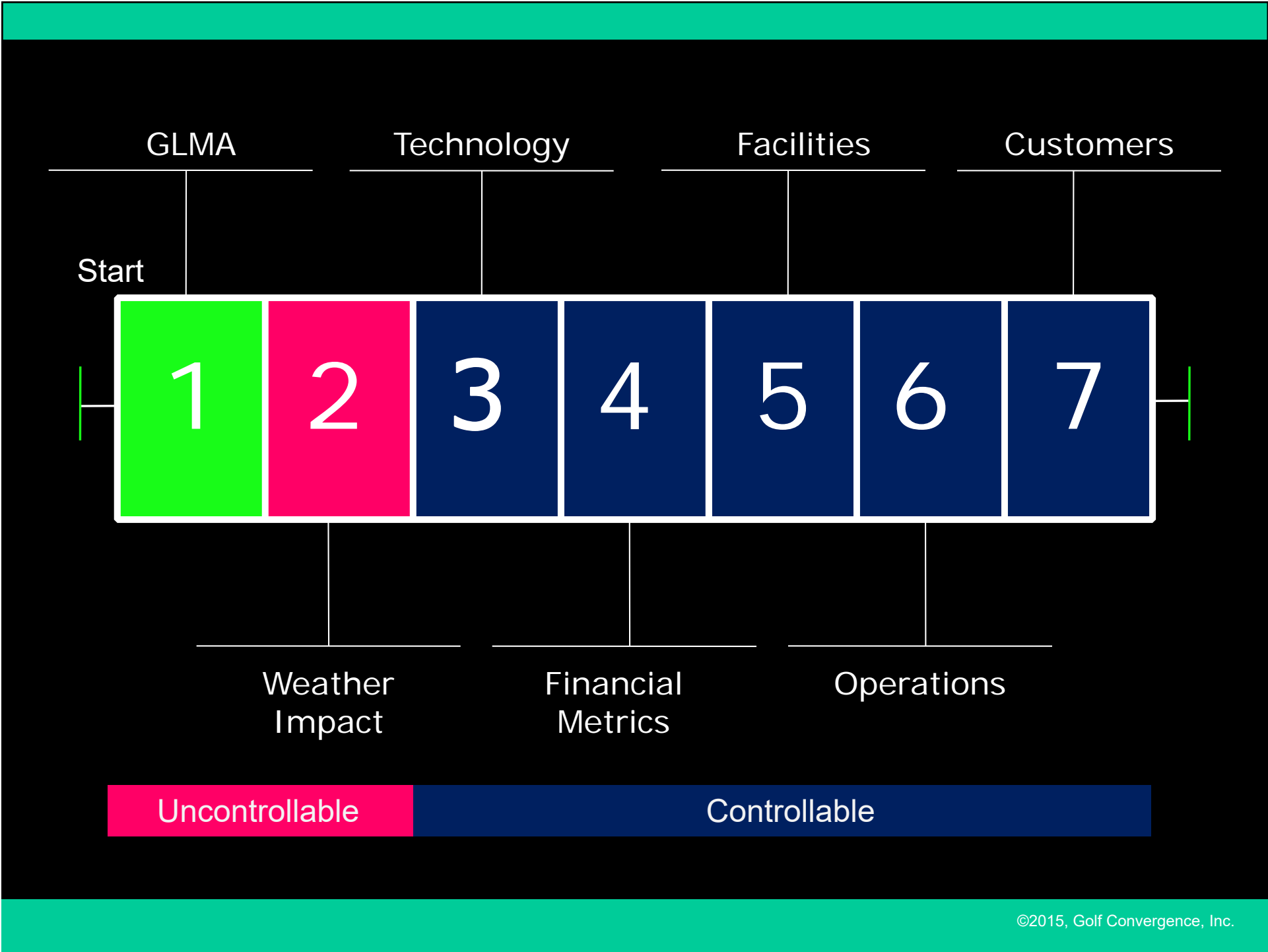
The subtle message here is that frequent customers who act as though this is their private club should sense the equality in the message and perhaps play elsewhere if they don't want to encounter beginners. And conversely, beginners and many women might feel more welcome reading this “why.”



Amere fifteen minutes from the Virginia Beach Oceanfront, Kempsville Greens Golf Course is waiting for you. Kempsville Greens offers an affordable and fun recreational experience for those who play for relaxation and to build friendships. The perfect site for your weekly foursome, tournament, or family get together, come to Kempsville Greens and create lasting friendships while getting a little exercise along the way.

An aerial photograph of a golf course. In the foreground, a large, well-maintained green is visible, surrounded by a wide, light-colored fairway. To the right, a small pond reflects the sky and surrounding trees. The background shows more of the course, including several tall, thin trees and a continuation of the green and fairway. The overall scene is serene and well-manicured.

Come experience the serenity of Virginia Beach's finest resort golf course, Red Wing Lake. Just moments from the tranquil Atlantic Ocean, we offer a haven from the daily grind of life. Our course layout, with wide fairways, has become one of the best places to golf in Virginia Beach.

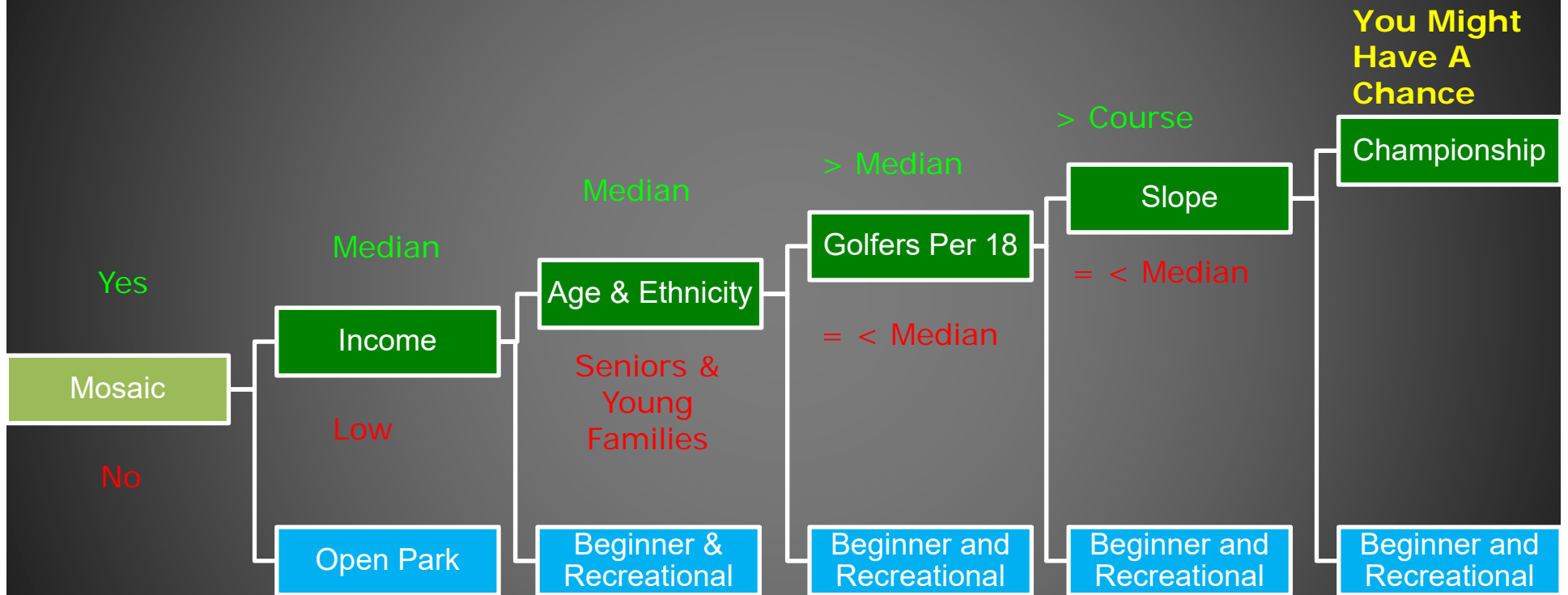


1

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

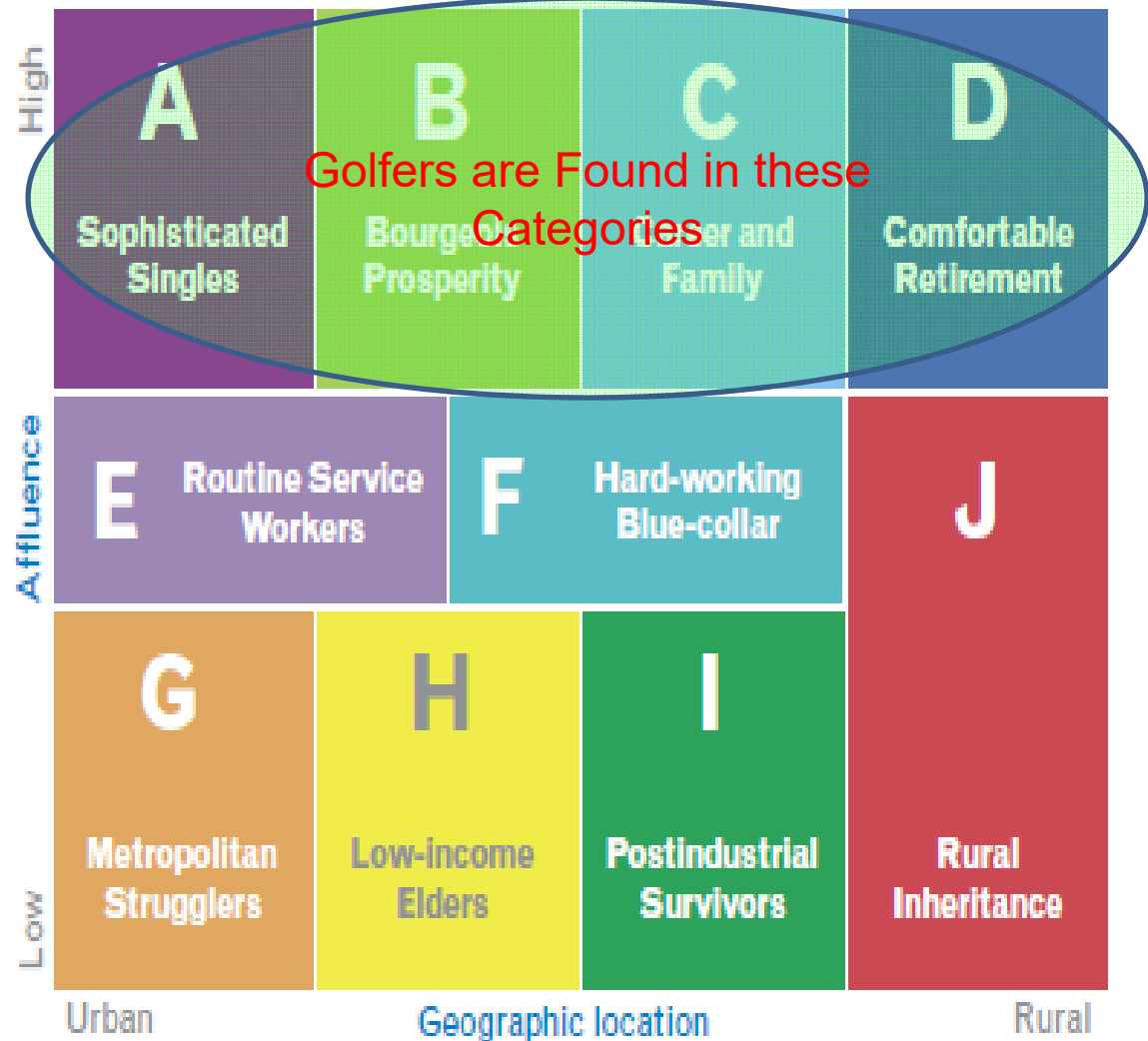
Bloomington, Crystal Mountain, Pine Meadow, San Antonio, Brooklyn Park, Oak Creek

Mosaic Global

Mosaic USA is part of a global segmentation network that classifies more than 1 billion people worldwide. Organizations leverage the Mosaic Global network of more than 30 countries to unify consumer definitions around a common customer language.

Experian Marketing Services enables marketers to tap into Mosaic Global's 10 distinct groups, which share common characteristics, motivations and consumer preferences. Using highly localized statistics and the simple proposition that the world's cities share common patterns of residential segregation, the 10 Mosaic Global groups are consistent across countries.

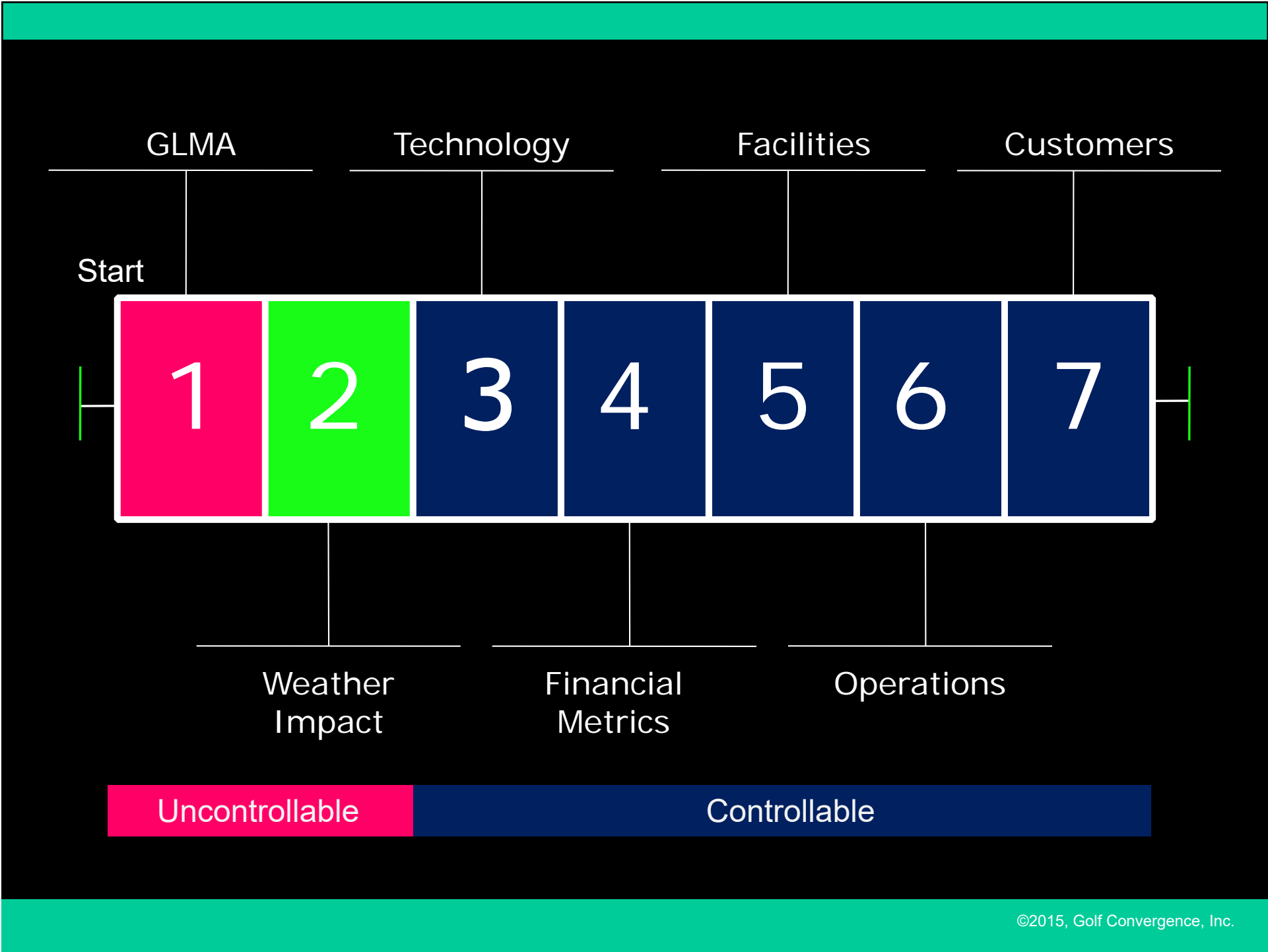
The Mosaic Global groups are mapped against two dimensions: affluence and geographic location.



	Crystal Mountain Resort, MI	Don Vellmer, FSU	Oak Creek, Irvine, CA			Mussatto, Maccomb, IL	Pine Meadow, Mundelein, IL	Cedar Creek - San Antonio
	10 Miles	10 Miles	5 Miles	10 Miles	15 Miles	10 Miles	10 Miles	5 Miles
Top 4 Rating	-17.00%	-7.90%	40.30%	16.20%	13.10%	-22.10%	37.60%	31.90%
Sophisticated Singles	-2.90%	1.00%	12.90%	7.00%	5.10%	-2.60%	5.10%	3.20%
Bourgeois Prosperity	-6.50%	-1.30%	13.50%	9.40%	7.30%	-10.60%	21.50%	12.80%
Career and Family	-12.70%	-3.90%	19.80%	5.10%	5.70%	-9.50%	12.70%	21.30%
Comfortable Retirement	5.10%	-3.70%	-5.90%	-5.30%	-5.00%	0.60%	-1.70%	-5.40%
Routine Service Workers	-14.90%	-6.50%	-6.00%	-2.90%	2.00%	-14.00%	0.10%	3.80%
Hard Working Blue Collar	-3.80%	-5.40%	-10.40%	1.30%	0.60%	0.40%	-9.50%	-9.10%
Metropolitan Strugglers	-16.20%	26.10%	-9.70%	-0.20%	-1.00%	19.60%	-13.50%	-9.50%
Low Income Elders	-1.40%	-1.80%	0.20%	-0.30%	-0.60%	1.50%	-0.90%	-3.00%
Post Industrial Survivors	17.50%	1.20%	-7.10%	-6.90%	-6.80%	3.60%	-6.50%	-6.70%
Rural Inheritance	35.70%	-5.80%	-7.40%	-7.40%	-7.40%	10.80%	-7.40%	-7.40%

The Answers is in The Numbers

Management	Course Name	Miles	Mosaic	Income	Age	Hispanic	Black	Asian	Slope Rating	Golfers
Alamo Trail	Cedar Creek	5	31.90%	\$76,890	31.3	41.50%	6.50%	6.50%	132	2,298
Crystal Mountain Resort	Highlands	10	-17.00%	\$41,800	45.9	2.10%	0.50%	0.10%	128	379
Irvine Company	Oak Creek	5	40.30%	\$90,186	36	14.30%	1.90%	32.70%	133	3,848
Jemsek Family	Pine Meadow	10	37.60%	\$87,833	40.1	13.70%	2.90%	9.20%	138	1,524
Western Illinois	Harry Mussatto	10	-22.10%	\$31,694	28.2	2.90%	6.20%	2.20%	133	742



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?”

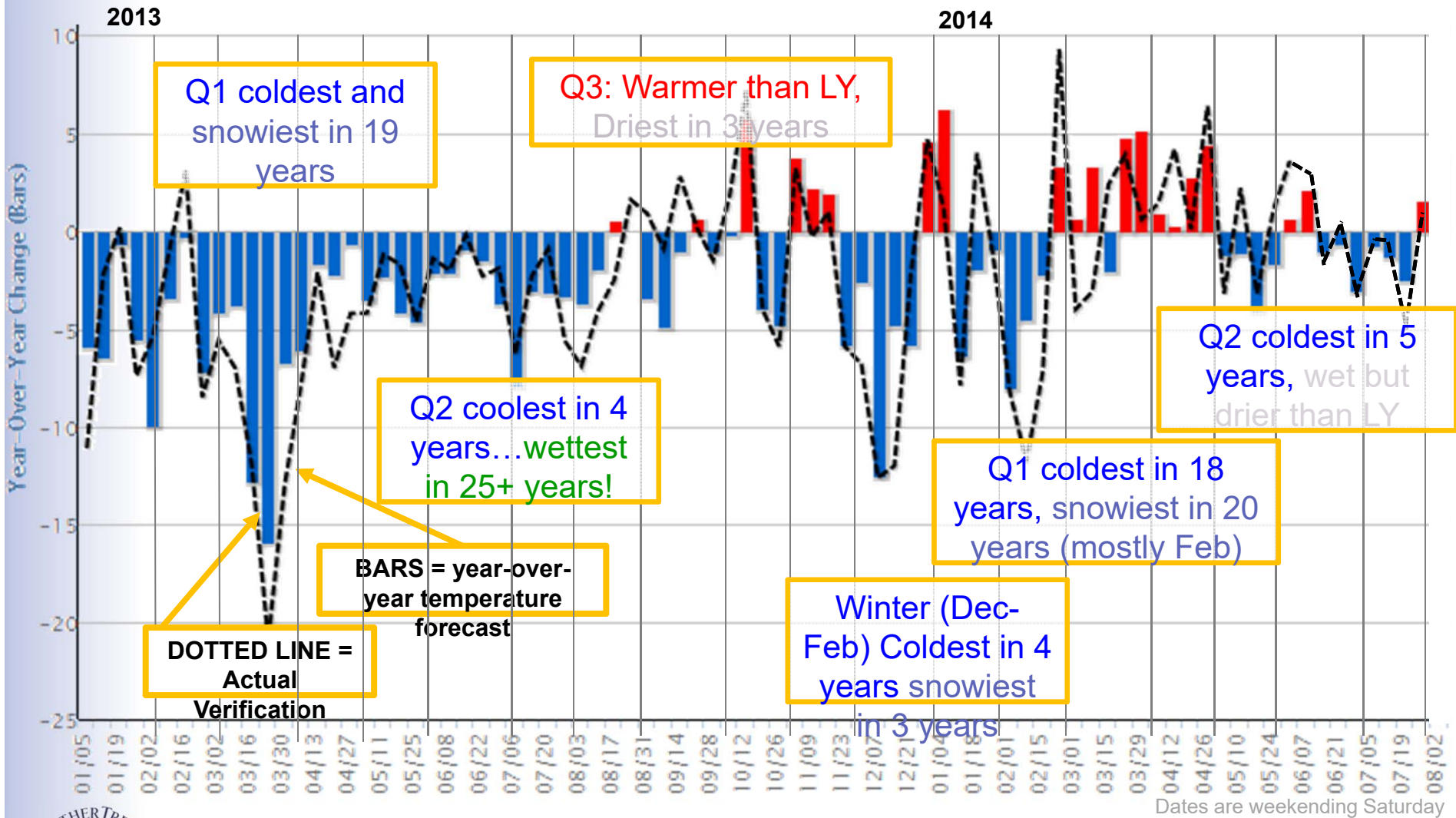
“How many golf playable days will I have in the next 14 days?”

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



hot cold snow wet dry windy

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



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



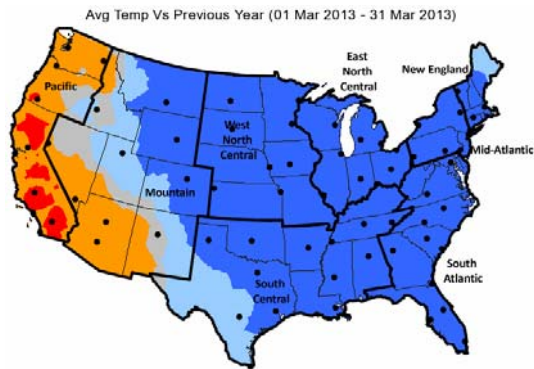
Copyright © 2014 Weather Trends International

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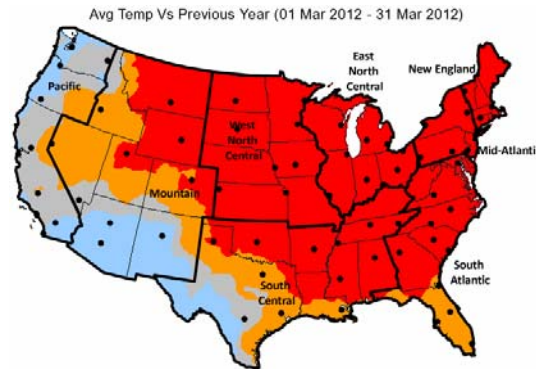
Volatile Weather = MAJOR BUSINESS RISK!

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

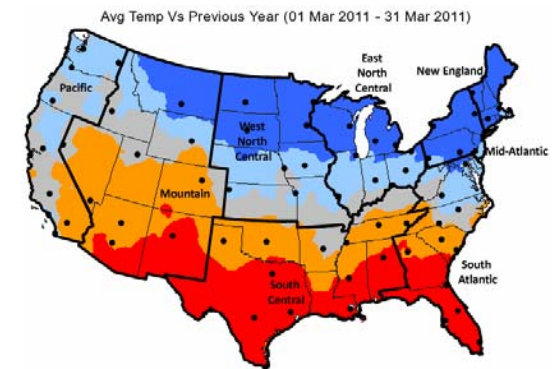
2013



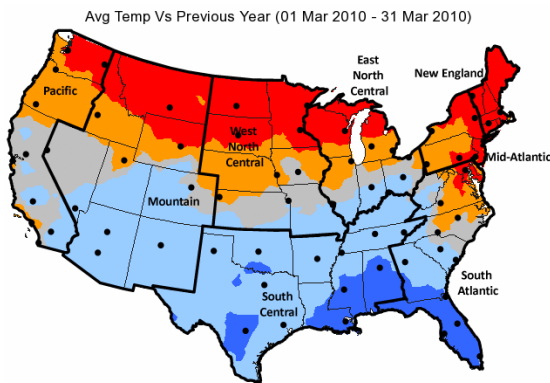
2012



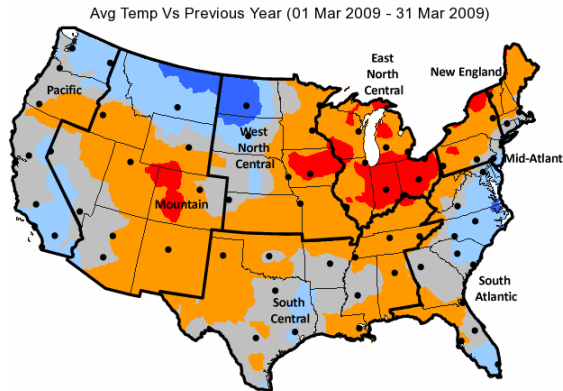
2011



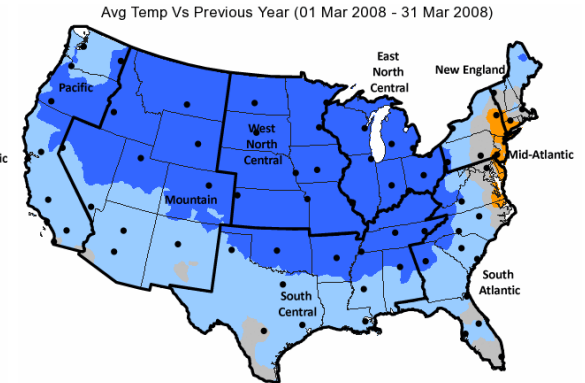
2010



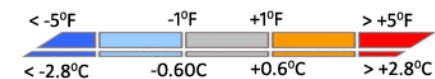
2009



2008



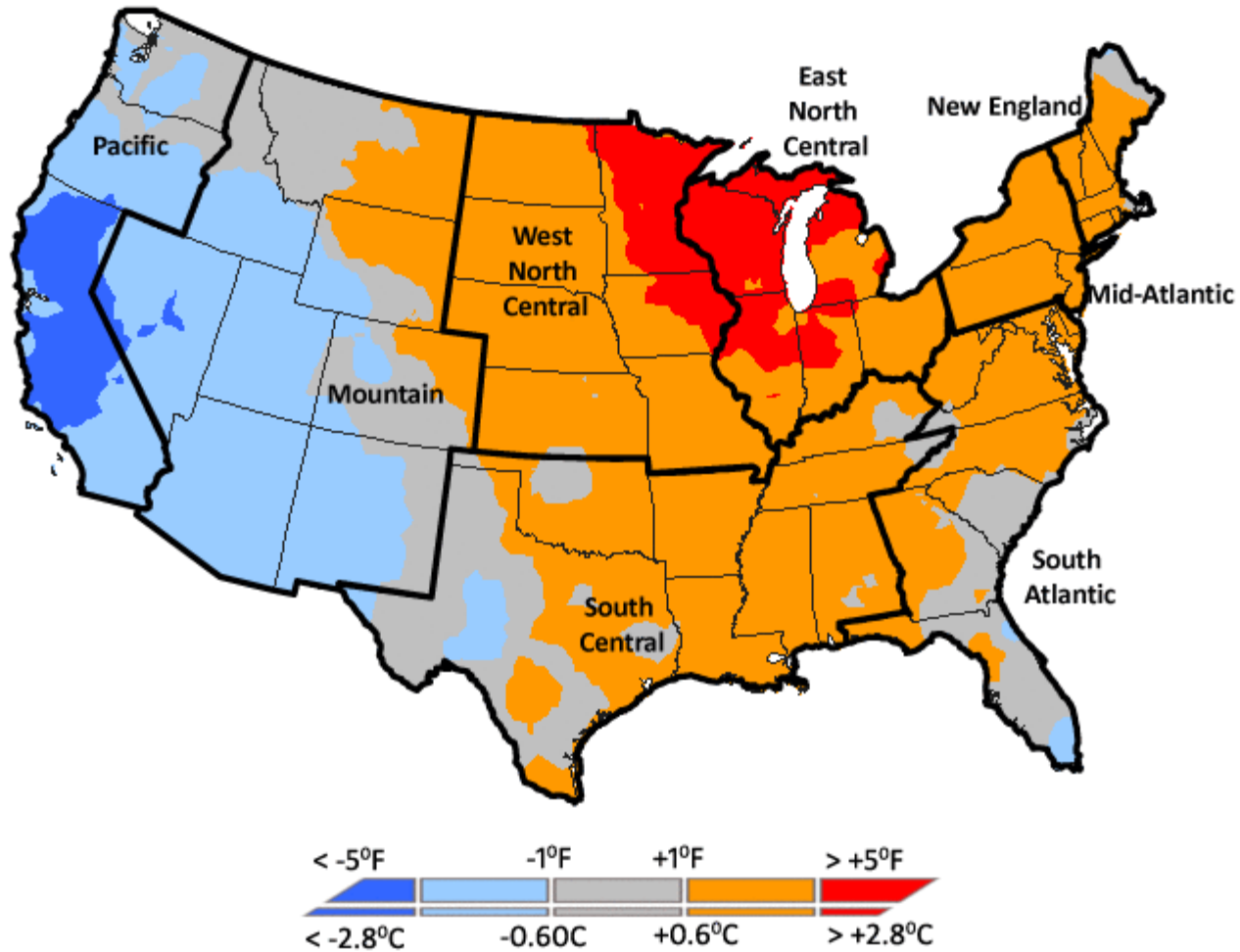
Note: Maps shown are March year-over-year temperatures. If the weather is identical, the maps would be grey which happens about 15% of the time or less.



2015 Forecast

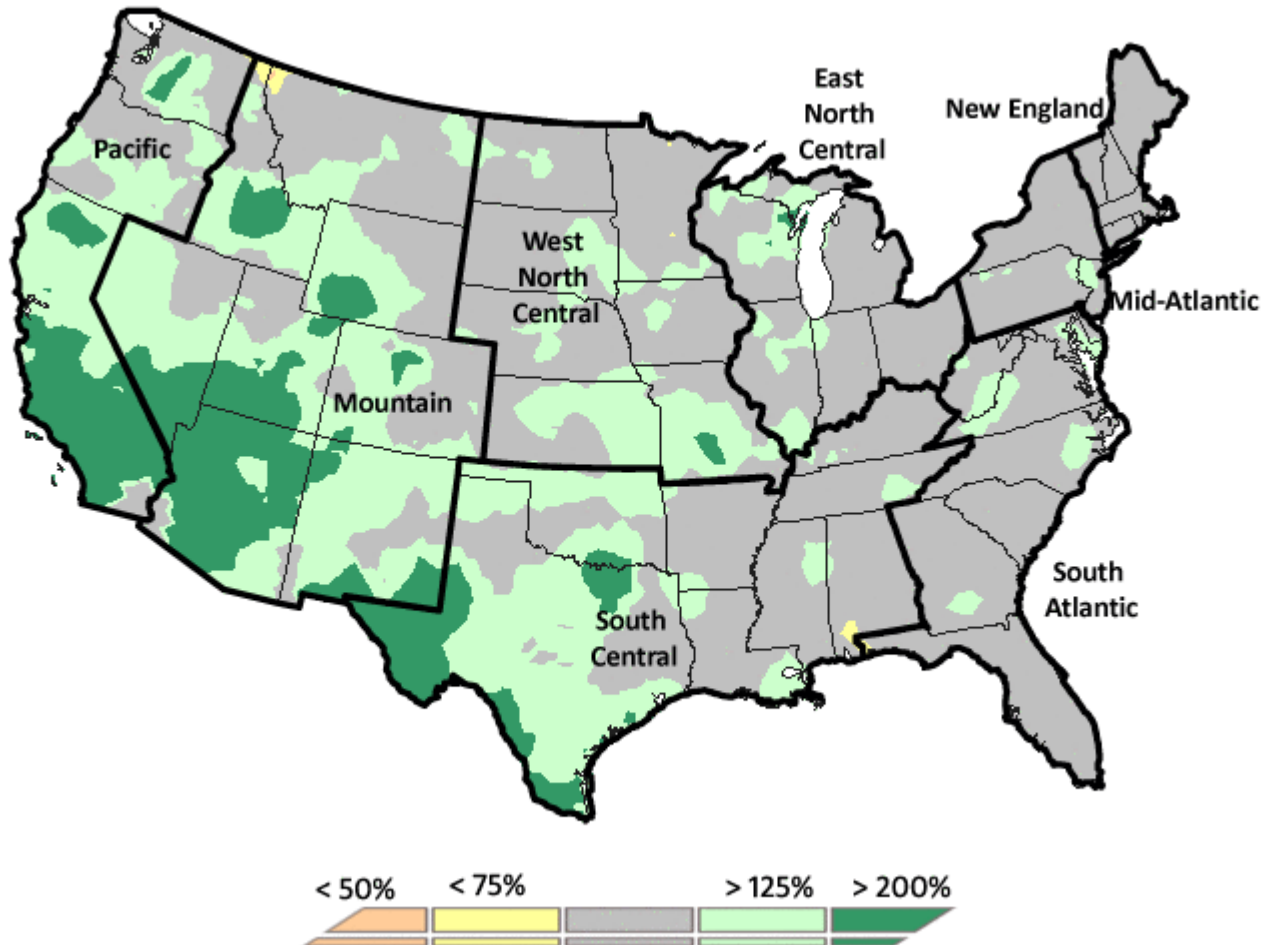
2015 Year-Ahead Forecast

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)



Characteristics of Moderate to Strong El Nino

DRY
WARM

COOL

DRY

WET

WARM

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

DRY

WARM

DRY

WET

COOL

Dec– Feb El Nino Effects

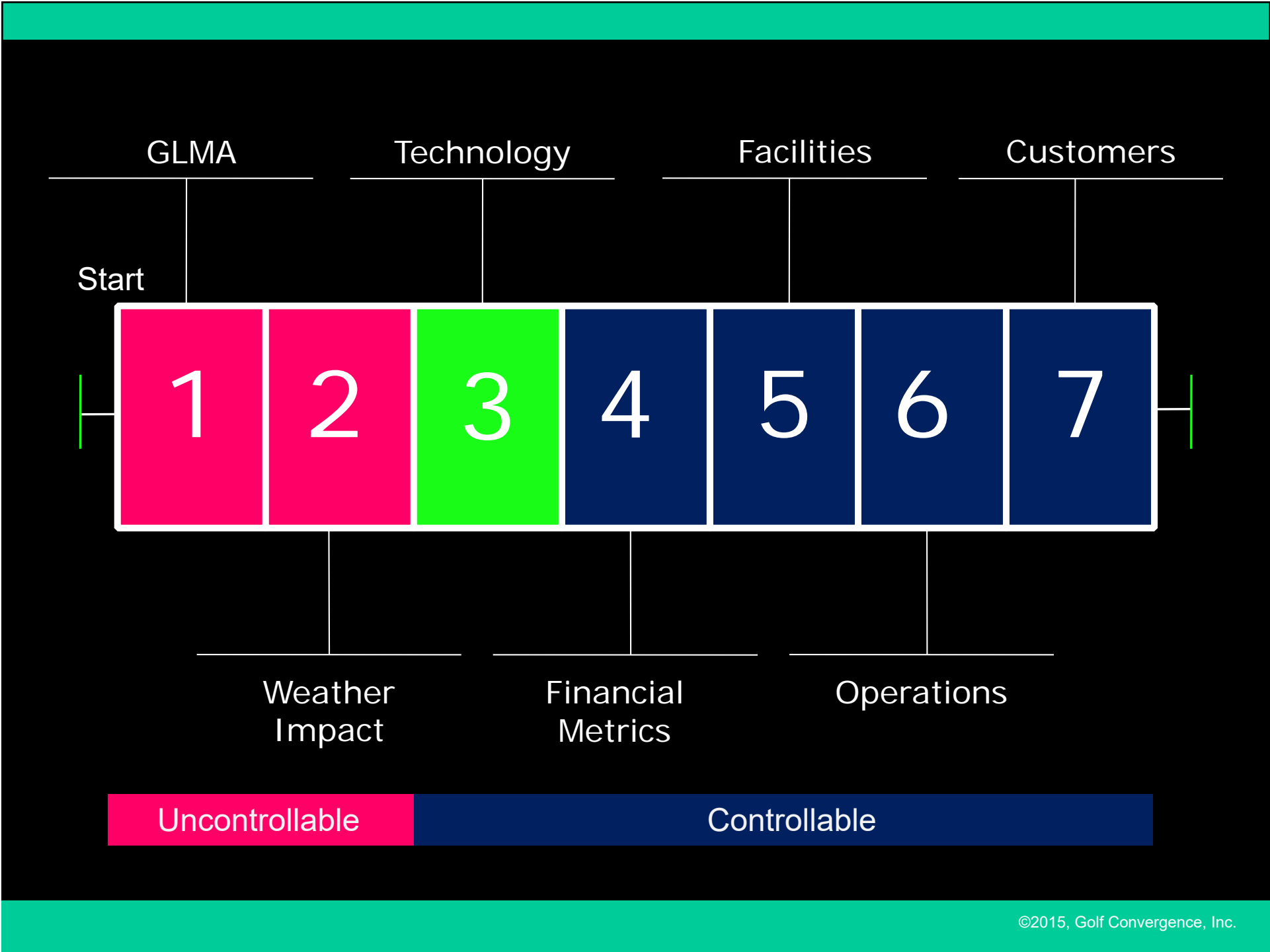
- Cooler and wetter than normal conditions tend to dominate in the South. The opposite is true across the North.
- Cooler weather can spread into the Northeast if the El Nino weakens early enough in the winter.
- Pacific Northwest and Northern Rockies are strongly warm and dry.
- The stronger the El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



Controllable

DID YOU
KNOW

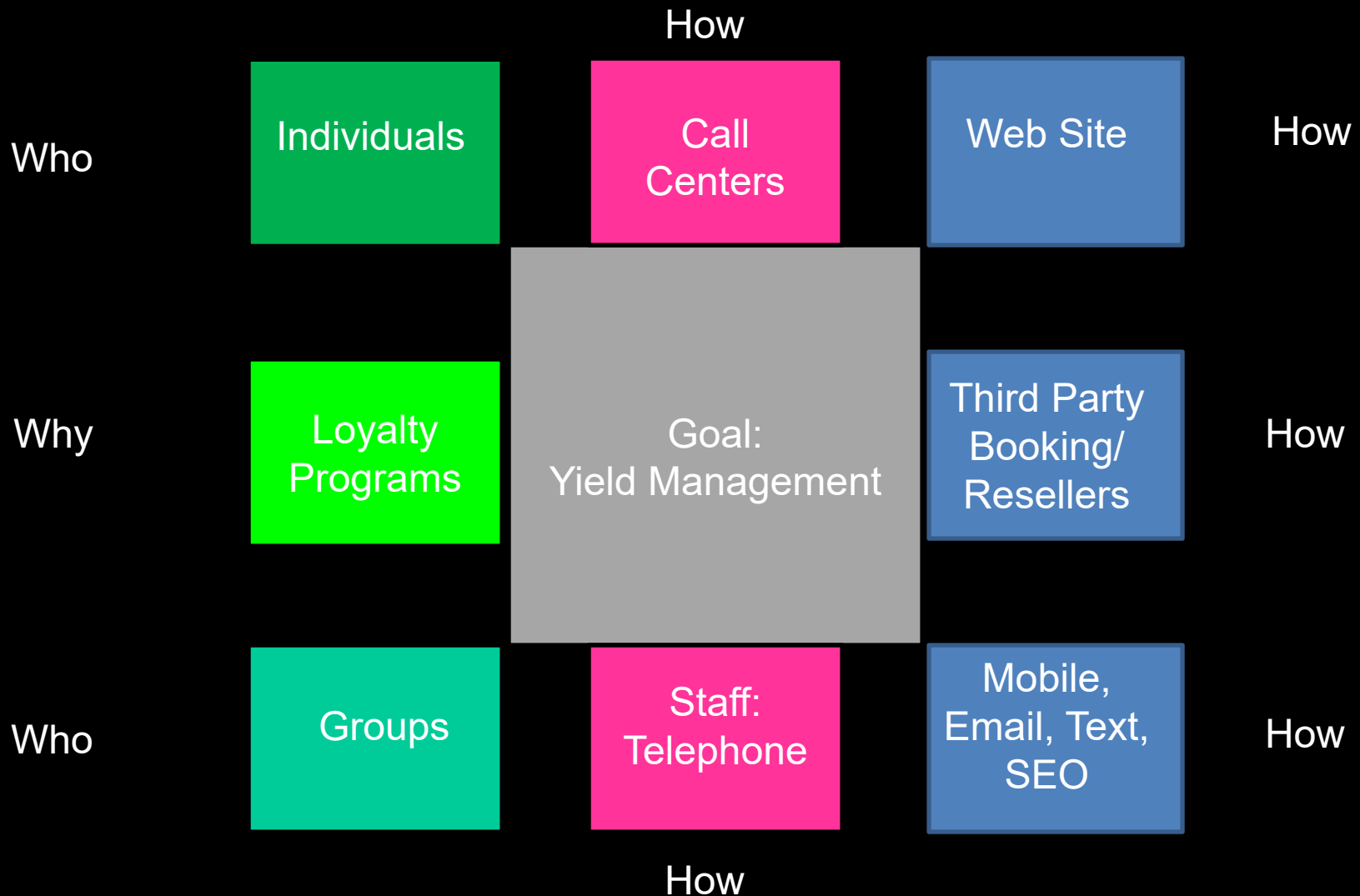




3

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

Numerous Channels to Book Revenue

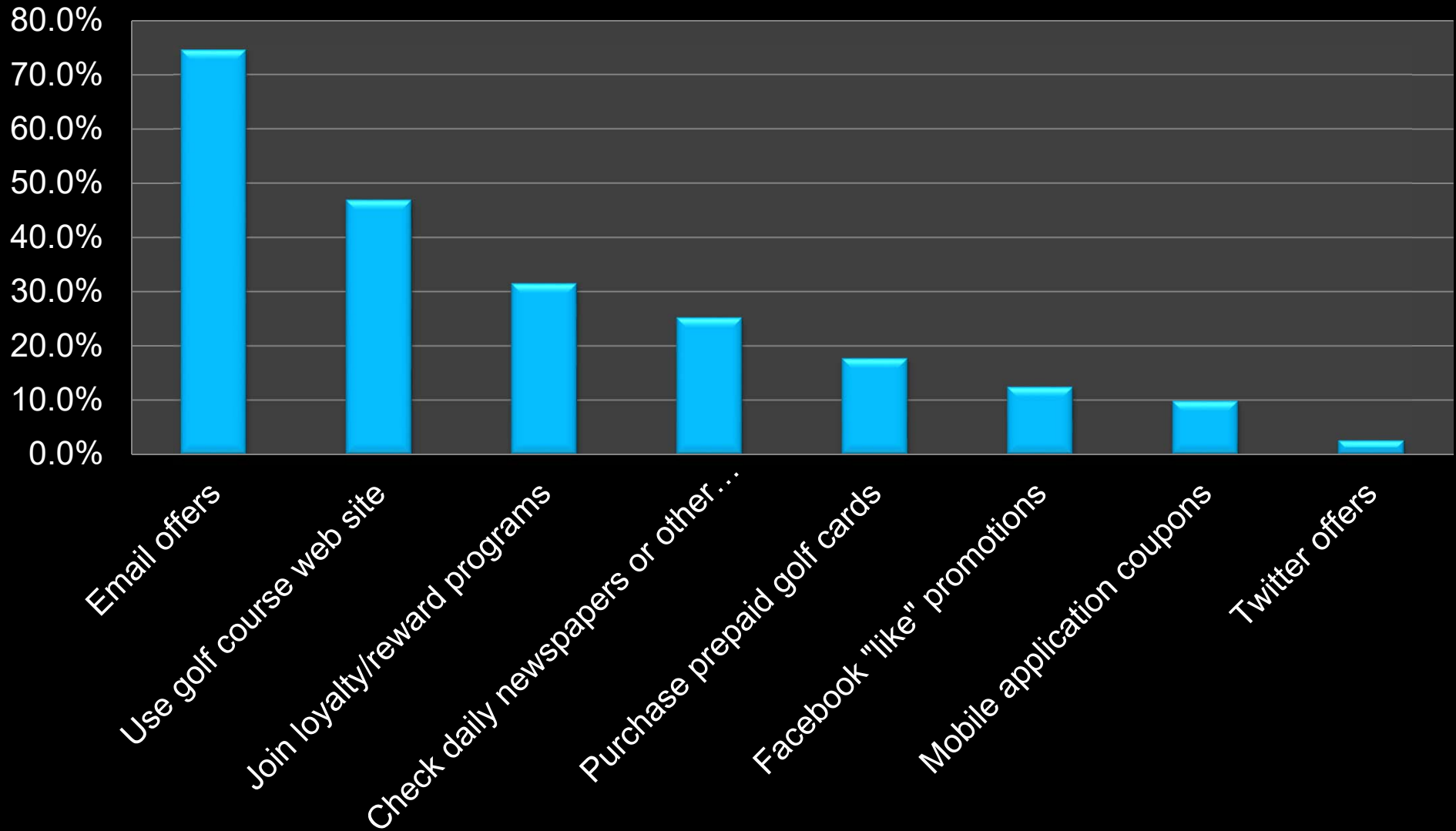


Email Database

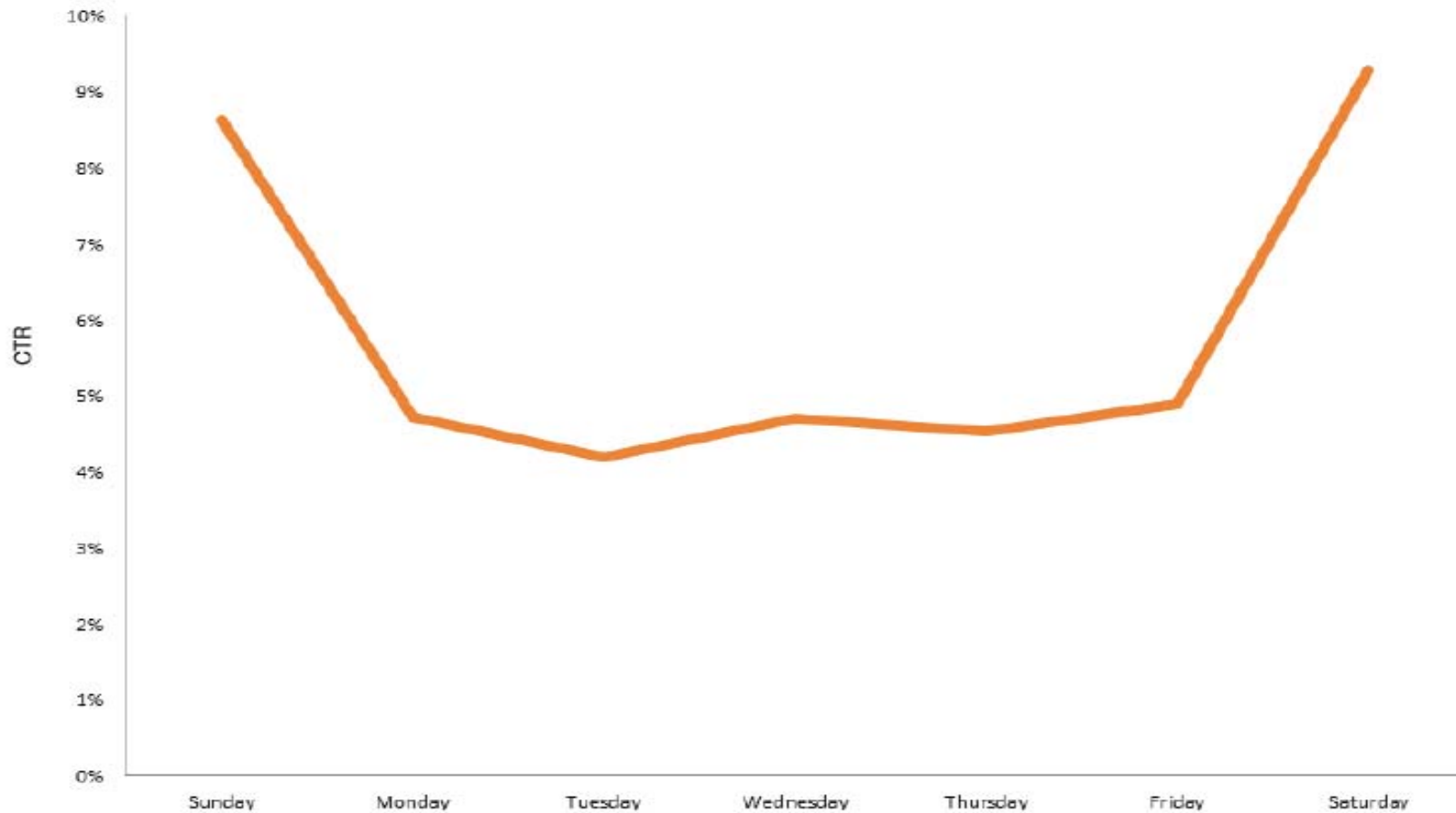
Website



To Learn About the Course & Specials

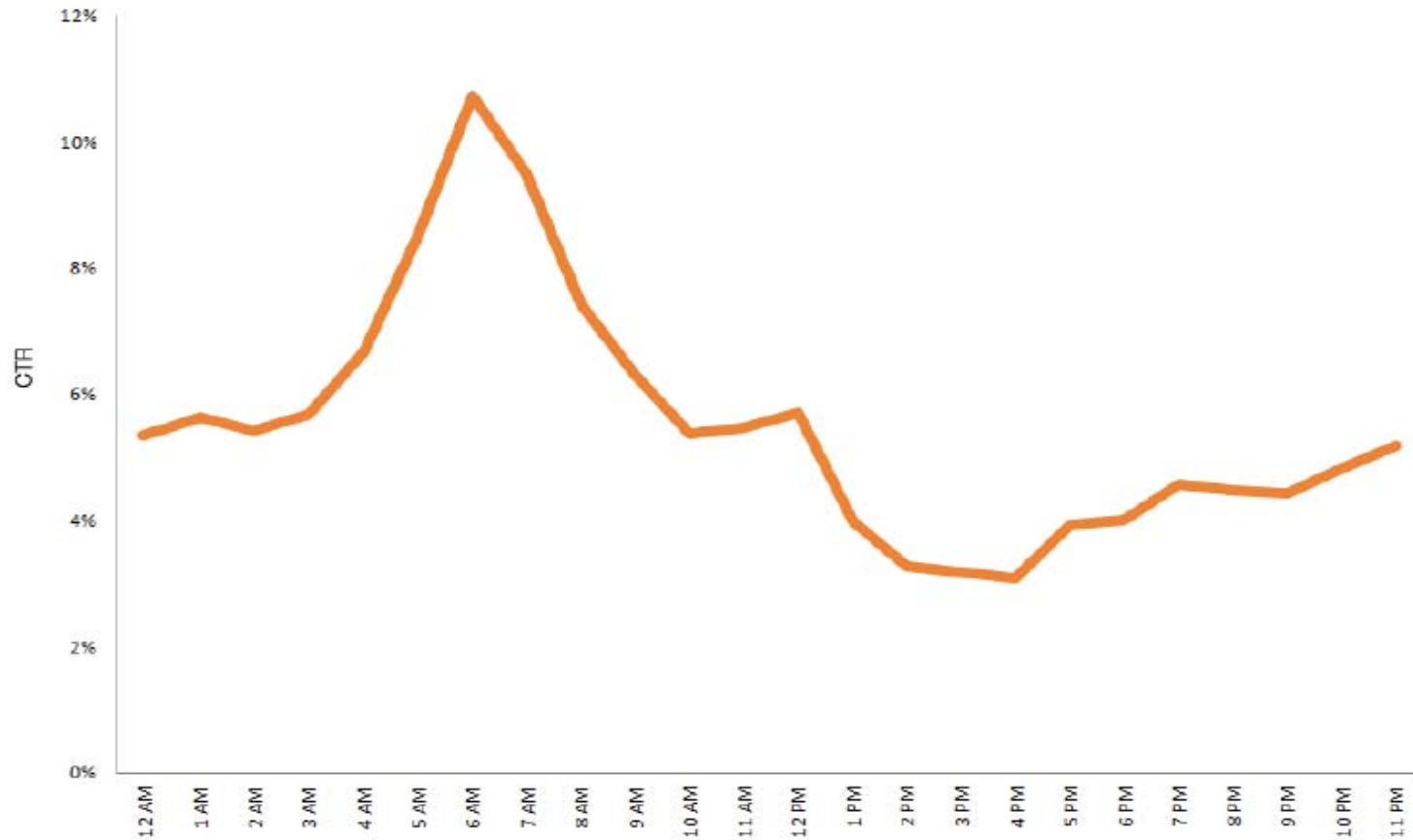


Effect of Day-of-Week on Clickthrough Rate



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

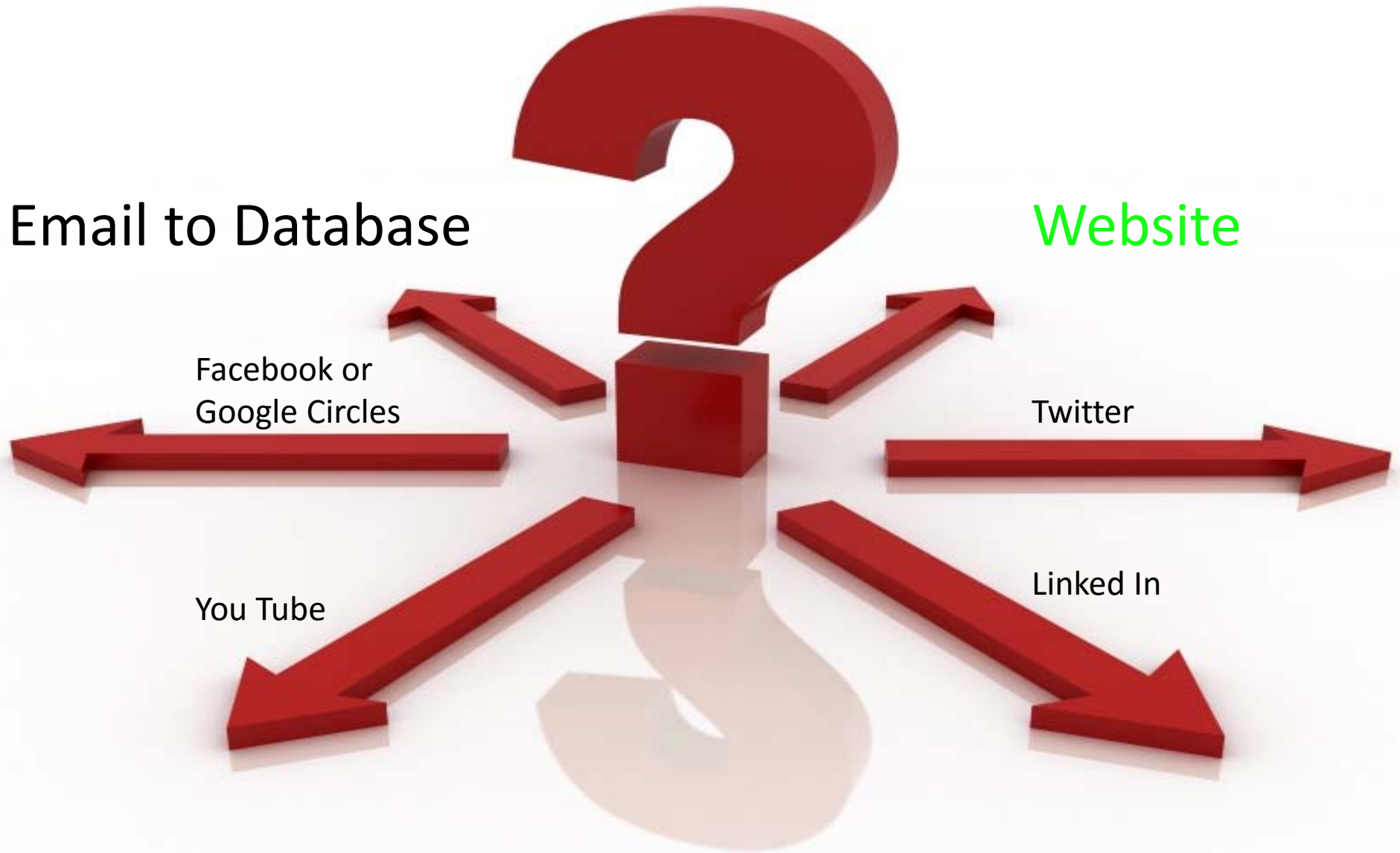
Effect of Time-of-Day on Clickthrough Rate



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

Email to Database

Website



Neshanic Valley Golf Course

TEE TIME BOOKING



Local
Weather



GOLF

THE LEARNING CENTER

CALLAWAY GOLF
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News Releases



+ SITE MAP

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

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



On-Line Tee Time Reservation

POWERED BY **ACTIVE**

[Home](#) [Register](#) [Reserve](#) [Modify/Cancel](#)

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

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

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

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

Frequently Asked Questions:

How do I pay?

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

What is the course check-in policy?

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

What if I need to cancel a tee time?

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

How far in advance can I reserve tee time?

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

What if I forget my Password?

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

[TOP](#)

Book a Car

[View/Modify/Cancel a Reservation](#)

1 Pickup Location (City, State, Airport Code or US Zip Code)


[Help me find a location](#)

Return car to a different Hertz location 


2 Pickup Date & Time:

Return Date & Time:

3 Please Select an Age 

Rental Car Type: 

Use my Hertz Gold Plus Rewards Points 

Enter a Discount or Promo Code 

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[Book as a Guest](#)

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\$14.99 per day
on an Economy or Compact

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See more big ideas

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Learn more »

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BOOK RIGHT™
ONLY AT MARRIOTT.COM

CITY/AIRPORT SEARCH | My saved hotels

City or Airport Code
[Input field]

State (USA only) [Dropdown] Country [Dropdown]

My dates are flexible

Check-in date [mm/dd/yy] [Calendar icon] Check-out date [mm/dd/yy] [Calendar icon]

No. of rooms [1] [Dropdown] Guests/room [1] [Dropdown]

Marriott Rewards number
*****600

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

Special Rates & Awards

Hotels by Brand

[Advanced search](#) **Find**

NAME: James
MEMBERSHIP LEVEL: Silver

Enter your password to sign in
[Input field] **SIGN IN**

Remember Me - Private Computers Only
[What's this?](#)

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

[My Account Overview](#)
[Trip Inspirations](#)
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BVLGARI HOTELS & RESORTS	JW MARRIOTT	EDITION	MARRIOTT	COURTYARD	Residence Inn	GAYLORD HOTELS
THE RITZ-CARLTON		AUTOGRAPH COLLECTION		SPRINGHILL SUITES	TownePlace SUITES	Marriott VACATION CLUB
THE RITZ-CARLTON DESTINATION CLUB		RENAISSANCE HOTELS		FAIRFIELD INN & SUITES	Marriott EXECUTIVE APARTMENTS	



Flight | Hotel | Car | Vacation

Round Trip One Way Multiple Destinations

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

Search Nearby Airports
 Find Lower Fare +/- 3 Days

Search Specific Dates My Dates are Flexible

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

Adults: Offer Code (optional):
 1 Children

Cabin:
 Economy

Search By:
 Price Schedule Award Travel

Nonstop Flights Only

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Children, Country of Purchase...

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Cruise Reservations

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 *Exceptions apply. Limited-time offer expires July 31, 2013.

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Confirmation or MileagePlus Number:

More Check-in options
 Check-in is available within 24 hours of departure

Change or View Reservations [See More](#)

Find a Reservation by Confirmation Number

Reservation Type: Flight Car

Confirmation: Last Name:

My MileagePlus Summary

MileagePlus Number: **UK688433**
 Mileage Balance: **429,817**
 Mileage Expiration: **12/31/2014**
 MileagePlus Status Level: **Premier Platinum**

Star Alliance Status Level: **Gold**
 Regional Premier Upgrades: **2**
 Global Premier Upgrades: **0**
 2013 Premier Miles: **22,818**
 2013 Premier Segments: **20**

[View Account Details >](#)

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

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 Earn 1.5 miles for each dollar you spend.

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 Flat-bed seats on more flights from New York/Newark.
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TEE TIME RESERVATIONS

Course:

Date:

Time:

Players:

[Reserve Tee Time](#)

CURRENT PROMOTIONS

PLAY DESERT PINES FOR ONLY

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

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Las Vegas Golf Courses

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



Bali Hai Golf Club

7,002 yards of tropical paradise located right on the Las Vegas Strip. White Augusta sand bunkers, black volcanic rock outcroppings and blue lagoons transport golfers to the south pacific.

Rates starting from \$125

[» Enter Paradise](#)



Royal Links Golf Club

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

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[» Play The Soul of Scotland](#)



Desert Pines Golf Club

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

Las Vegas Golf Packages

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

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

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

- ✓ No Booking or Cancellation Fees
- ✓ No Prepayment For Tee Times
- ✓ Lowest Rates, Guaranteed
- ✓ Access to the Best Tee Times
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Comparable Courses

Direct Online Walters Golf

Bali Hai

\$200 - \$500

from \$125



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

Best of Calgary's Golf Courses at GlenEagles

Score Magazine Awards

#1 Courses You Can Play in Calgary - Score 2011

#7 Courses You Can Play in Alberta - Score 2011

Top 100 in Canada - Score 2008

On the edge of the Rockies and just a few minutes from the beautiful Calgary limits, The Links of GlenEagles invites golfers into a serenely beautiful course that is second to none for **Calgary golf courses**.

With the beautiful mountain scenery that can be easily seen from any of the 18 holes at The Links of GlenEagles, every fairway is a delight to play through. Aside from the breathtaking vistas that are around every corner, the design, architecture, and playability of our greens is challenging and exciting to compete on.

The Links of GlenEagles has become one of the best places to golf in Canada because of our commitment to the sport and those that are passionate about it. In our off-season, we take the time and resources

Book a Tee Time

Select Tee Time Range :

After : 7:00 AM

Before : 2:00 PM

Select Desired Date :

Thu, 06-27-2013

I agree to [Terms of Service](#)

Breaking News

We just read the latest review of www.calgarygolfblog.com. Chec

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



Join Our E-Club

First Name:

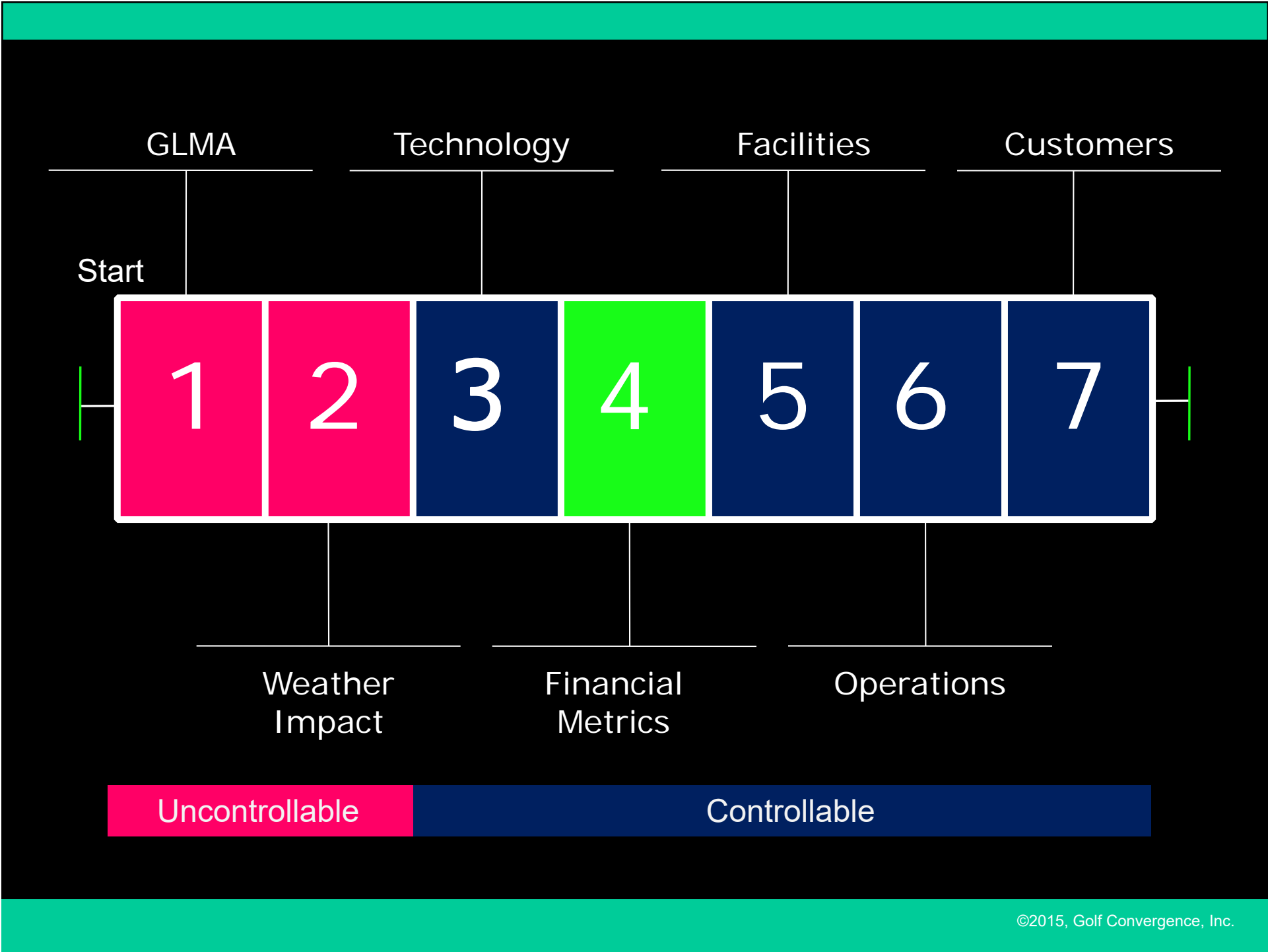
Last Name:

Phone:

Email:

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

G-1 Video



4

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



Revenue at a Golf Course

Step 1: Highest Post Green Fee Rate X Number of Rounds

Step 2: Multiply Step 1 Result by 60%

Example: $\$45 * 30,000 \text{ rounds} = \$1,350,000 * 60\% = \$810,000$

Represents revenue for green fees, season passes, carts

Green Fee Should Equal

Step 1: Multiply Median Household Income Within 10 Miles x .00084

Example: Average Median Household Income: $\$53,214 * .00084 = \45.05

Financial Performance

Municipal Golf Courses vs. Daily Fee

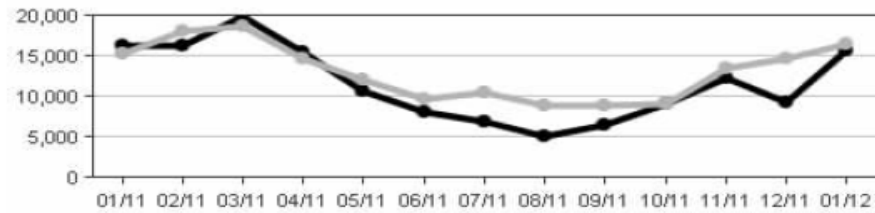
	Platinum Top 10%	Gold Top 25%	Silver Median	Steel - Bottom 25%
MUNICIPALITIES				
Rounds Played	50,000	40,000	30,000	22,865
Full Time Employees	> 20	>11	> 6	> 5
Total Revenues	\$1,860,000	\$1,450,000	\$822,000	512,500
EBITDA	1,000,000	\$572,541	\$142,406	58,000
ALL GOLF COURSES				
Rounds Played	40,000	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

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

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

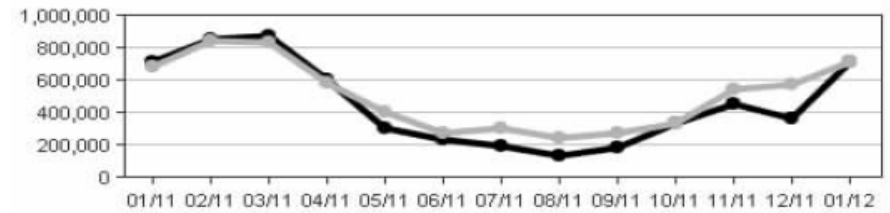
Rounds Played

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



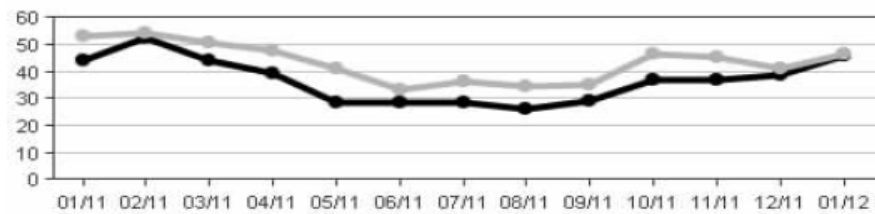
Revenue

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



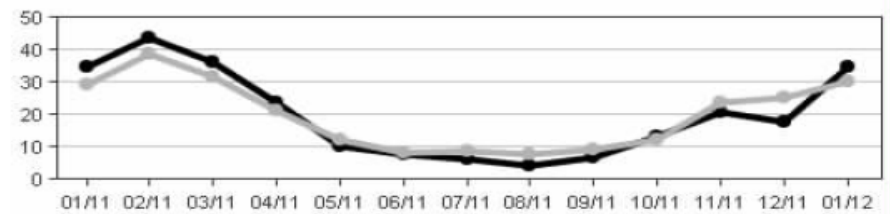
RevPur (Revenue per Utilized Rounds)

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



RevPATT (Revenue per Available Tee Time)

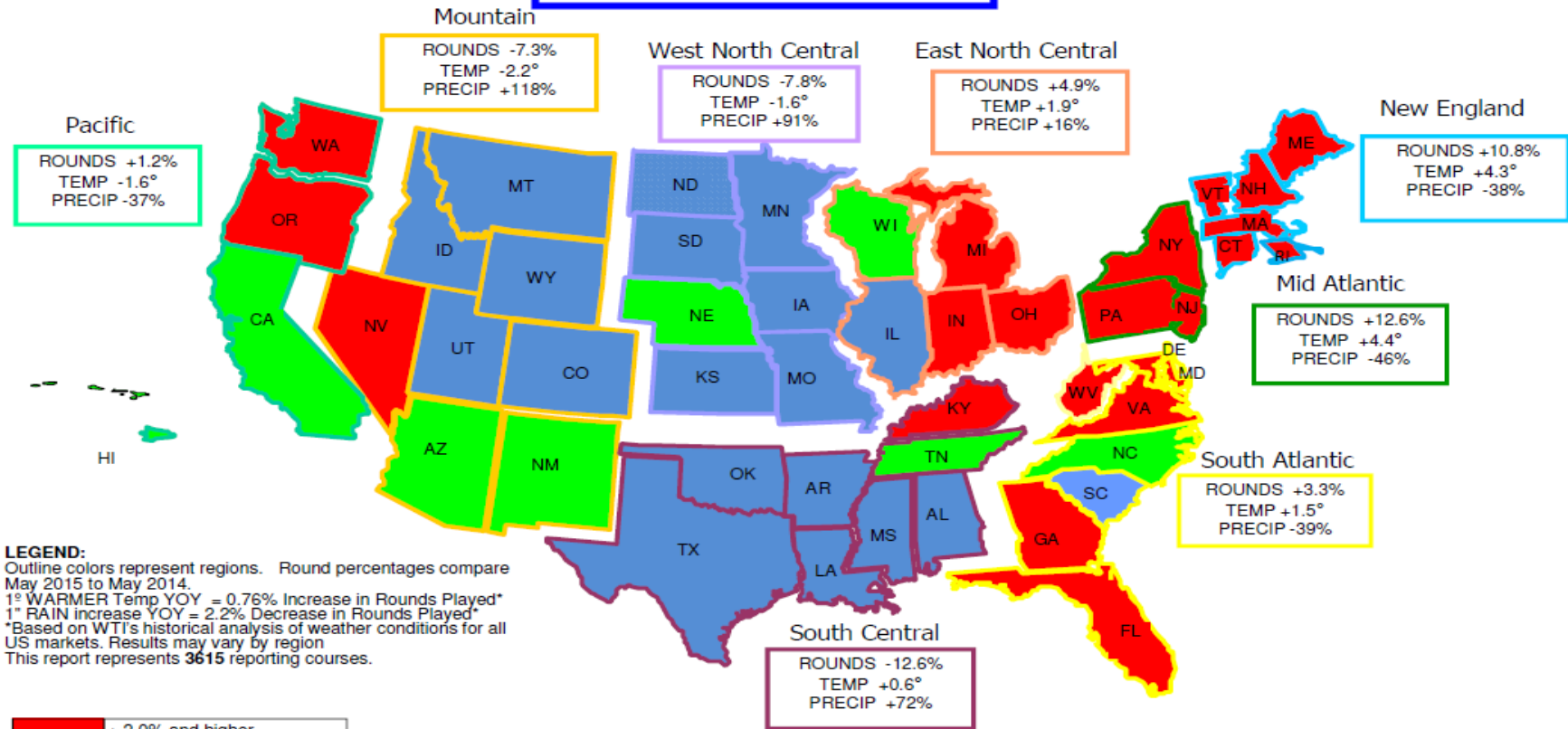
	January			YTD		
	2012	2011	Change (%)	2012	2011	Change (%)
Your Facility	\$34.79	\$34.62	>\$ 0.17 (0%)	\$34.79	\$34.62	\$ 0.17 (0%)
Your CGM	Avg. \$30.40	\$29.19	\$ 1.21 (4%)	\$30.40	\$29.79	\$ 0.61(2%)
	Rank 5 of 18	5 of 16		5 of 18	5 of 16	



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

NATIONAL GOLF ROUNDS PLAYED REPORT

U.S. TOTAL
MAY '15 YTD '15
+0.5% +1.6%



LEGEND:
 Outline colors represent regions. Round percentages compare May 2015 to May 2014.
 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 3615 reporting courses.

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

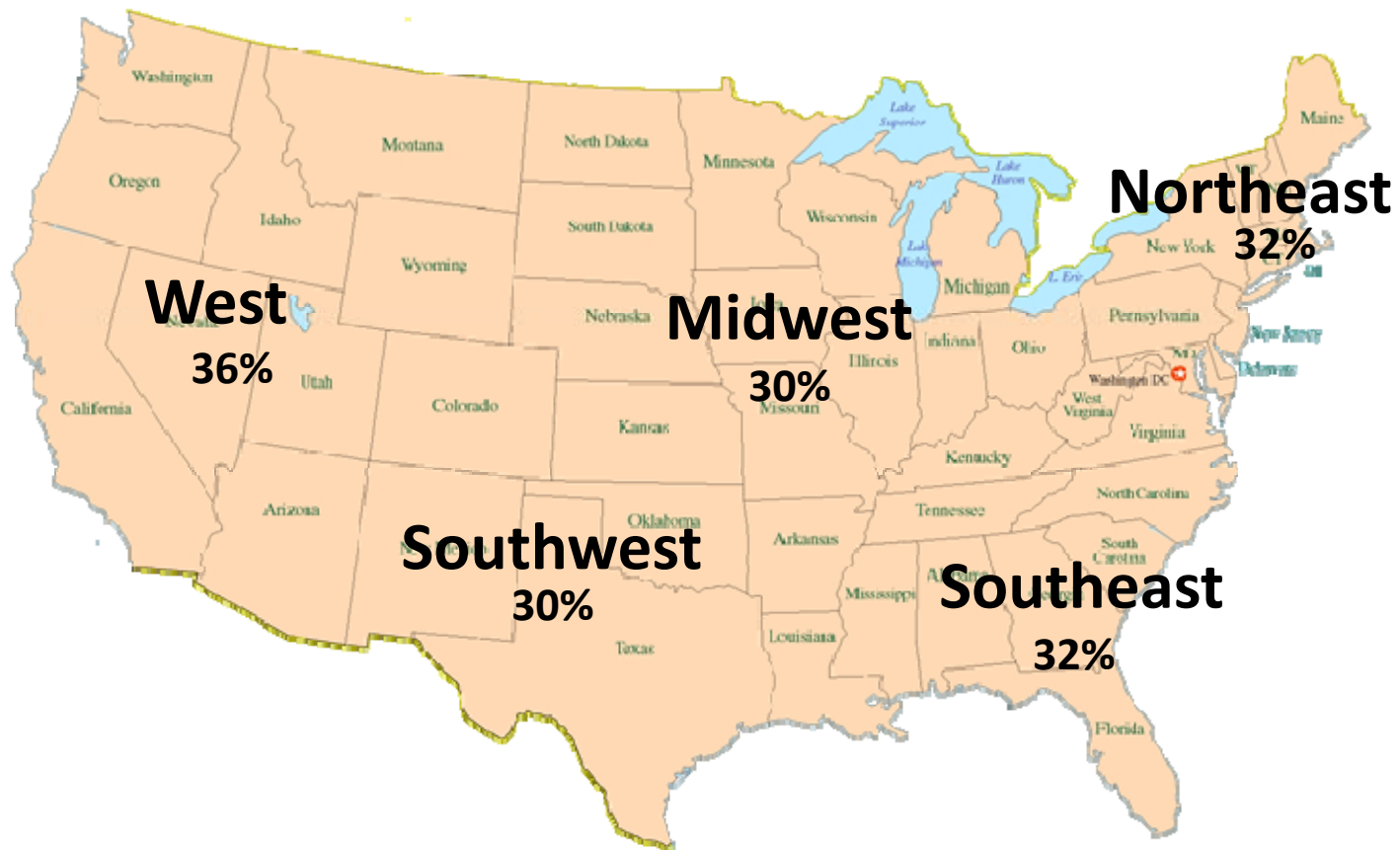


PGA PerformanceTrak in cooperation with NGCOA, the joint financial benchmarking initiative of the PGA of America and the National Golf Course Owners Association, supports the National Rounds Played Report by supplying data included in this report.



PARTICIPATION · KNOWLEDGE · SUCCESS

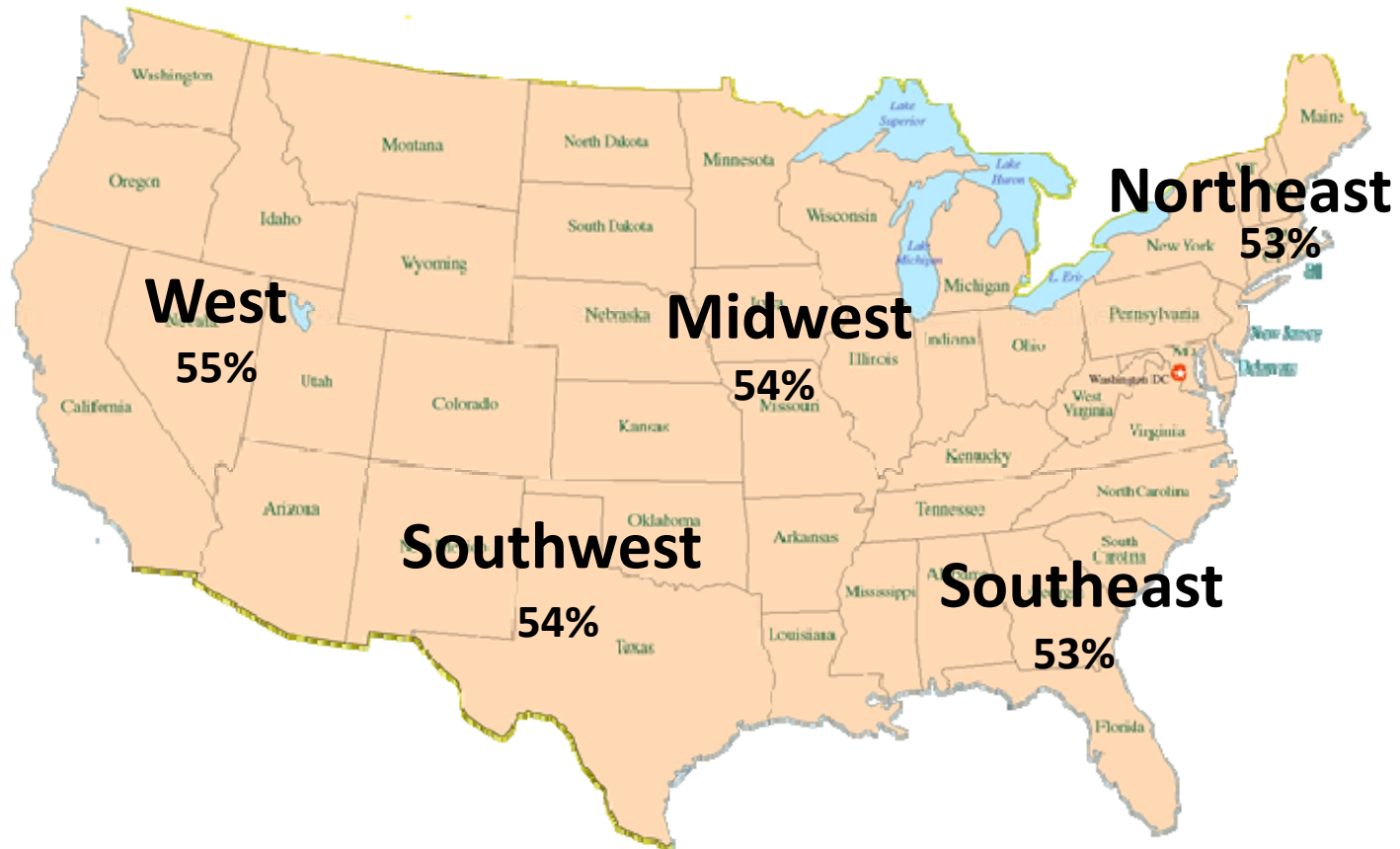
Course Maintenance as a Percentage of Available Cash
National 31%

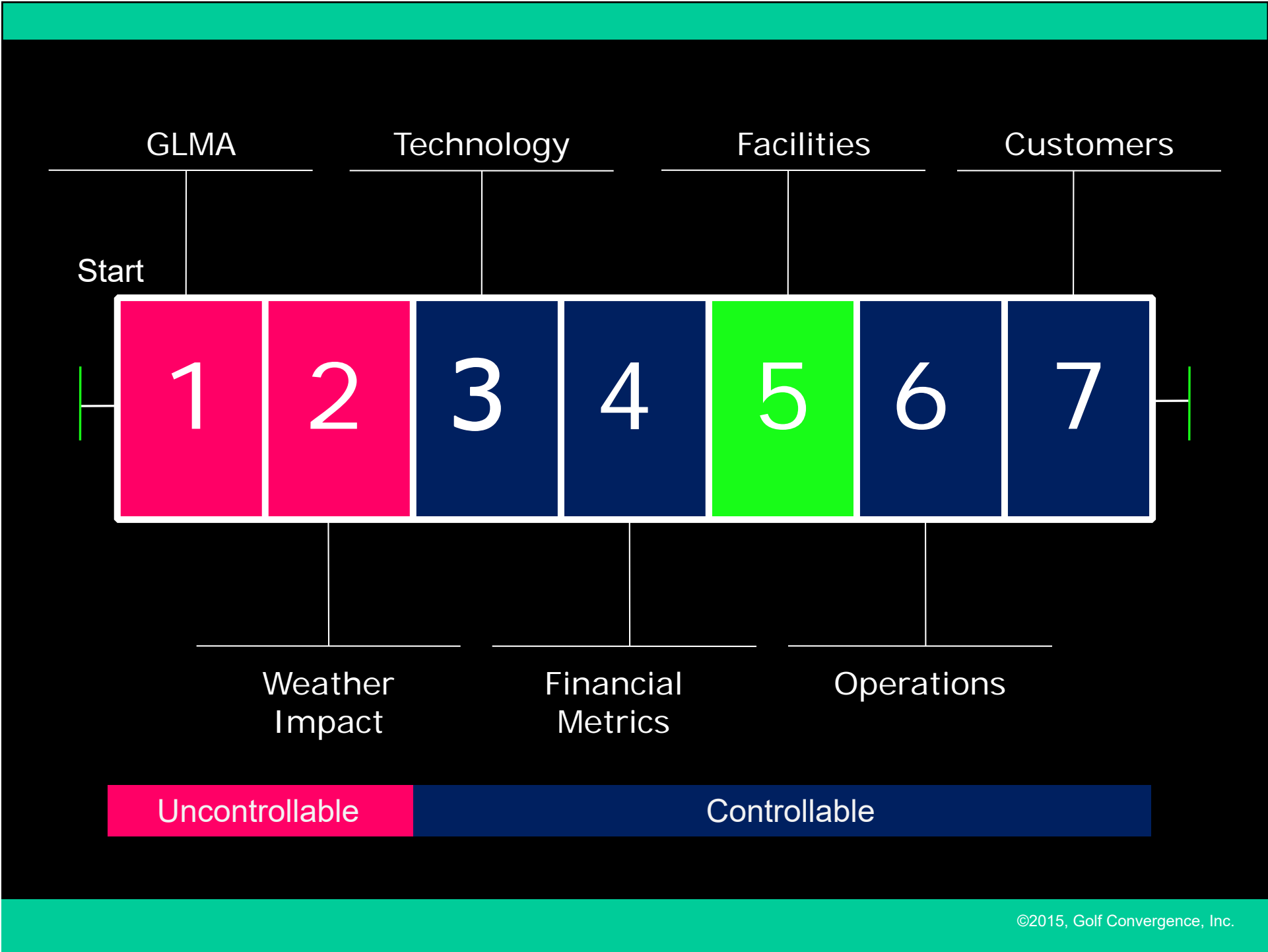




PARTICIPATION · KNOWLEDGE · SUCCESS

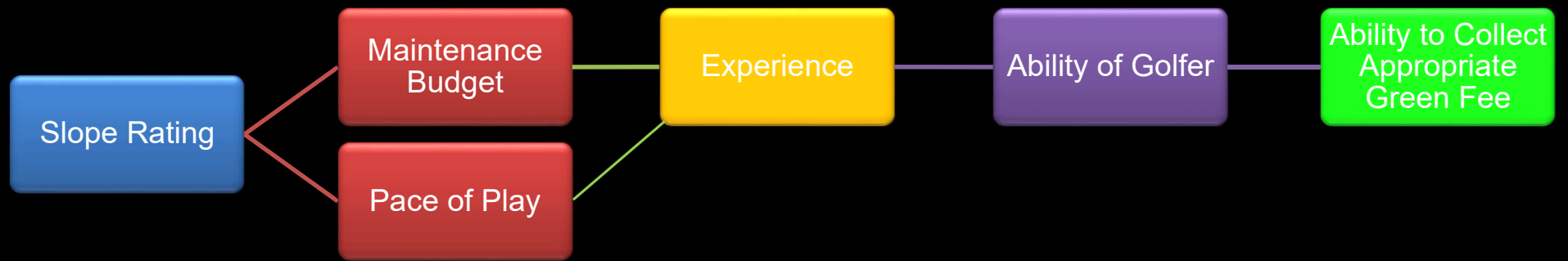
Payroll as a Percentage of Operating Revenue National 54%





5

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





Maintenance Budget Determines Green Fee

Step 1: Maintenance Budget * .0001

Example: Average Municipal Budget \$450,000

$\$450,000 * .0001 = \45 (Average Municipal Green Fee)

Microsoft Office Ribbon: FILE, HOME, INSERT, PAGE LAYOUT, FORMULAS, DATA, REVIEW, VIEW, ADD-INS, ACROBAT. Home tab options include Clipboard (Paste, Cut, Copy, Format Painter), Font (Calibri, 26, Bold, Italic, Underline, Color, Background Color), Alignment (Wrap Text, Merge & Center), Number (General, Currency, Percentage, Decimals), and Styles (Normal, Check Cell).

Formula Bar: 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.						



Golf Convergence

strategists - ensuring your vision becomes reality

2	Season Length - Weeks / Month	34	8					
3	Task	Daily	Monthly	Yearly	Hours Per Task	Total Hours		
4	Administration	Record Keeping	7		1	238.00		
5	Bunkers	Rake	7		20	4,760.00		
6	Cart Paths	Cart Paths	7		20	4,760.00		
7	Clubhouse	Clubhouse Grounds	7		5	1,190.00		
8	Course	Cl. Irrigation	5		10	1,700.00		
9	Course	Irrigation Repairs	3		16	1,632.00		
10	Course	Trimming	5		16	2,720.00		
11	Course	Overseed/Topdress Areas	3		5	510.00		
12	Course	Fungicides		8	5	320.00		
13	Course	Herbicides		8	8	512.00		
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 Green 2X 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	
41	Task	Daily	Monthly	Annually		Total Hours		
42	Tees	3X Markers				0.00		
43	Tees	Overseed 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		

To complete:

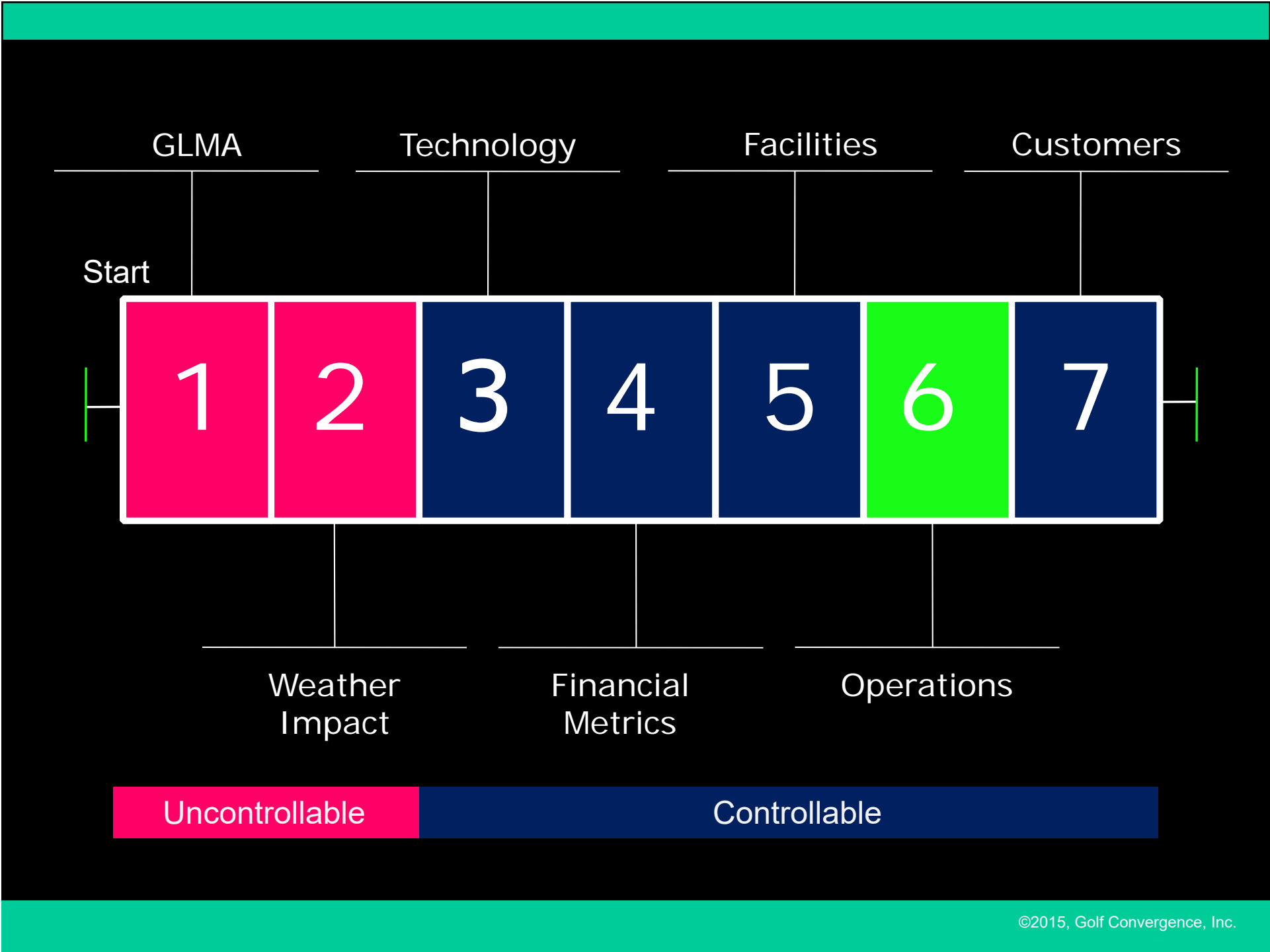
B1 Enter the
C1 Enter the
C3 - F45 Enter the

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

Row 1 Completed as Example: Course is maintained 32 weeks per year for 8 months in which record keeping occurs daily for 1 hour per day. Please change to fit your circumstances and then enter rest of data. While it may seem tedious and not a valuable exercise, the end result is priceless. It helps you ascertain the proper staffing levels and gives you an appreciation for all the tasks accomplished by the staff

Note that "daily, monthly, and yearly" represented the frequency on which a task is performed. For example, if you verticut greens twice per month, you would enter (in this example), 8 months times 2 for a total of 16 occurrences of that task.

Page 1



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

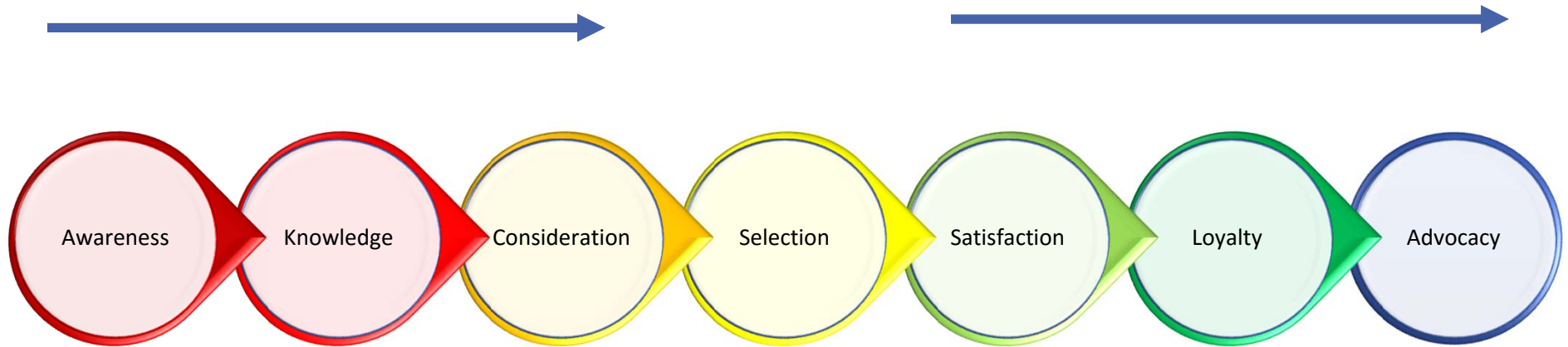
Touch Point	Municipal	Daily Fee	Military	Resort	Private Club
Reservations					
Club Entrance					
Bag Drop					
Locker Room					
Pro Shop					
Cart					
Range					
Starter					
Course					
Beverage Cart Attendant					
Half Way House					
Cart Return					
Locker Room					
Bar/Restaurant					
Likely #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

Creating a Sustaining Brand

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



Golf Convergence

strategists - ensuring your vision becomes reality

54%

YOUR GOLF COURSE SCORE, AS A PERCENTAGE.

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

Step 1 - Reservations

Description

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

Cover

Registration

Secret Shopper





Golf Convergence

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\$124.30

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

Select

Course Type

Municipal

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

Step 1 - Slope

Description

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

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

Step 2 - Strategy

Description

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

- Vast majority of holes are straight, course is flat, few trees, bunkers, dunes, water hazards and options to play hole are well defined providing few options. No requirement to position shots. No risk/reward options.
- A few dog legs with modest bunkering and trees, some rolling terrain, green complexes are uniform throughout the course. One or two risk/reward options
- Terrain, bunkers, water hazards, trees, and green complexes provide typical golf experience.
- One third of golf holes provide a unique golf experience requiring thought to successfully navigate risk/reward
- Up to two-thirds of golf holes provide a challenging experience where placement of the drive and the second shot has a significant impact on the ability to score well.
- The putting greens are historic (Raynor, Ross, Tillinghast) where ball position on the green becomes a significant element of playing the course.
- The par 3-4 and 5 holes have varying length, i.e., par 3s of 120, 150, 180, and 210 yards.
- Course may have dual fairways, bunkering that pinches the fairway, streams crossing the fairway and/or the green, narrow green openings, green side bunkers of varying depth and heavily contoured putting surfaces.

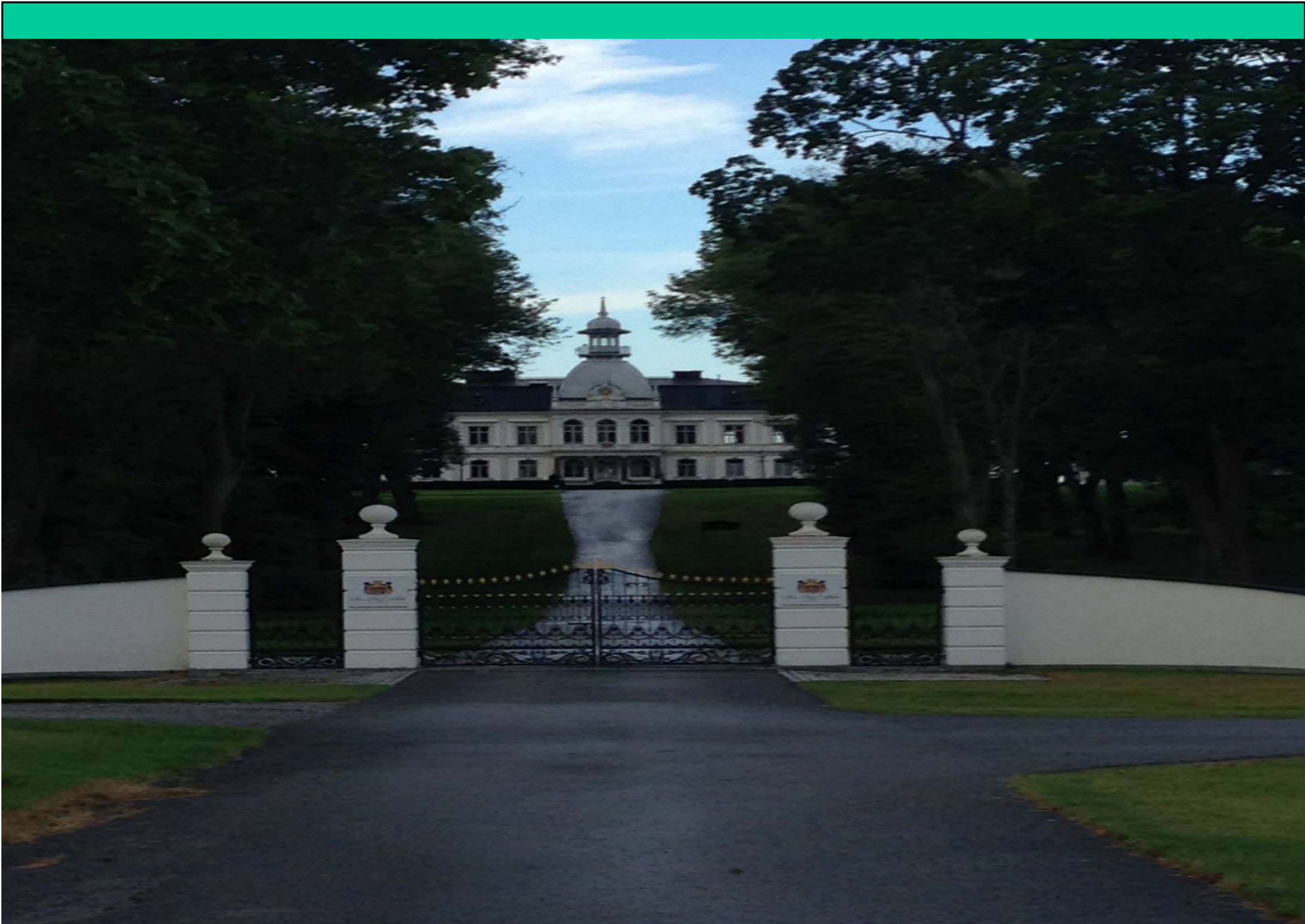
Cover

Registration

Value





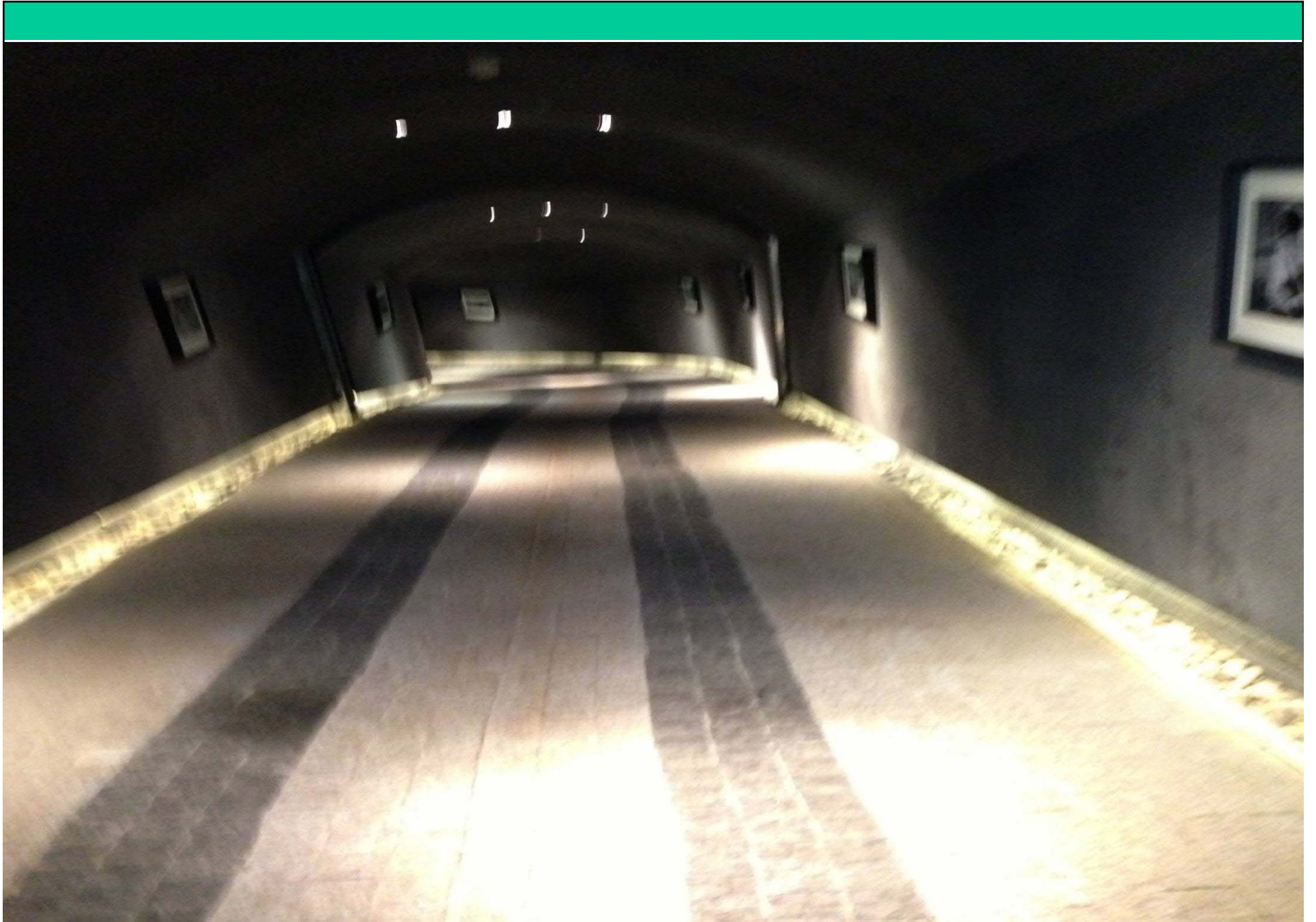


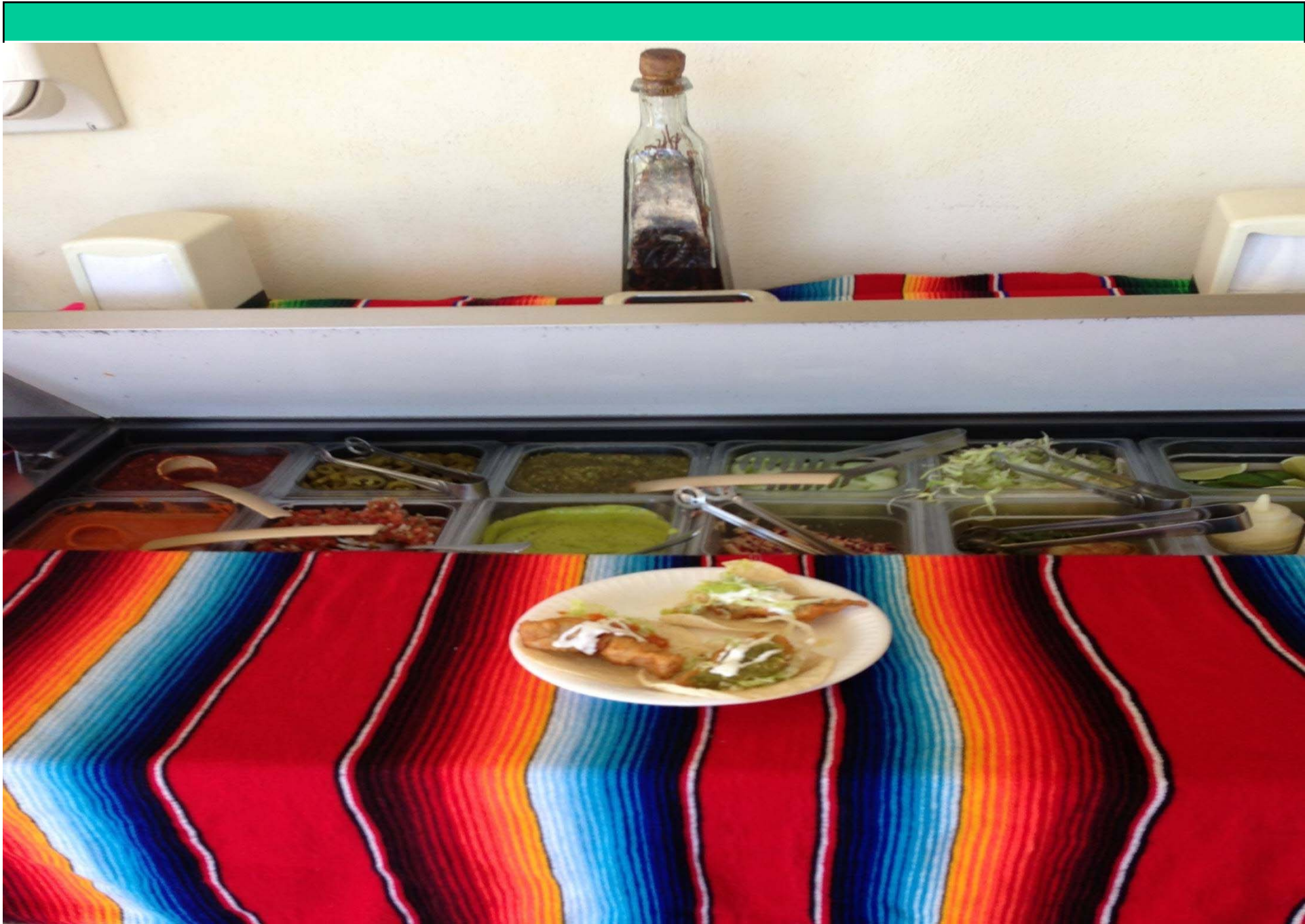




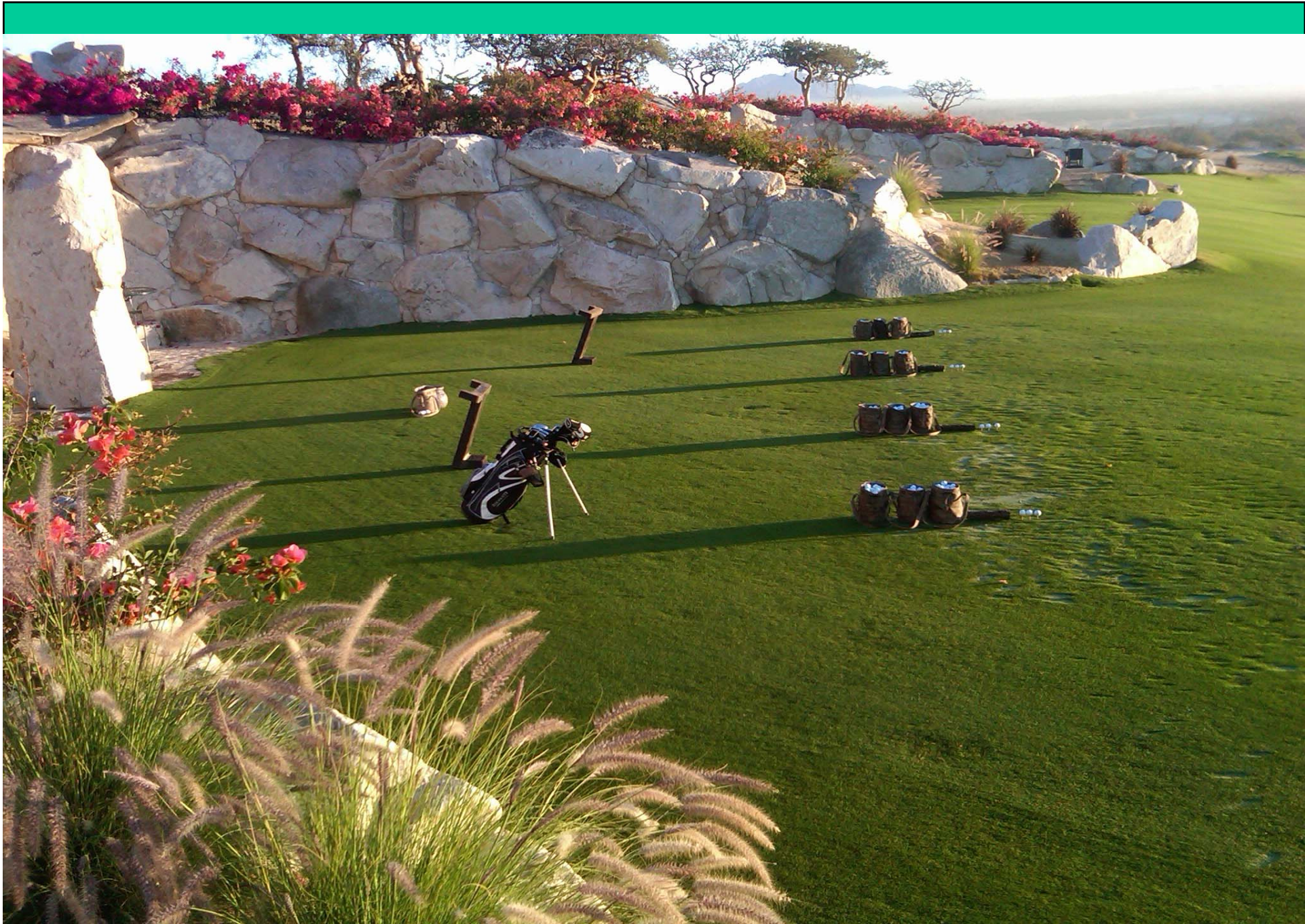




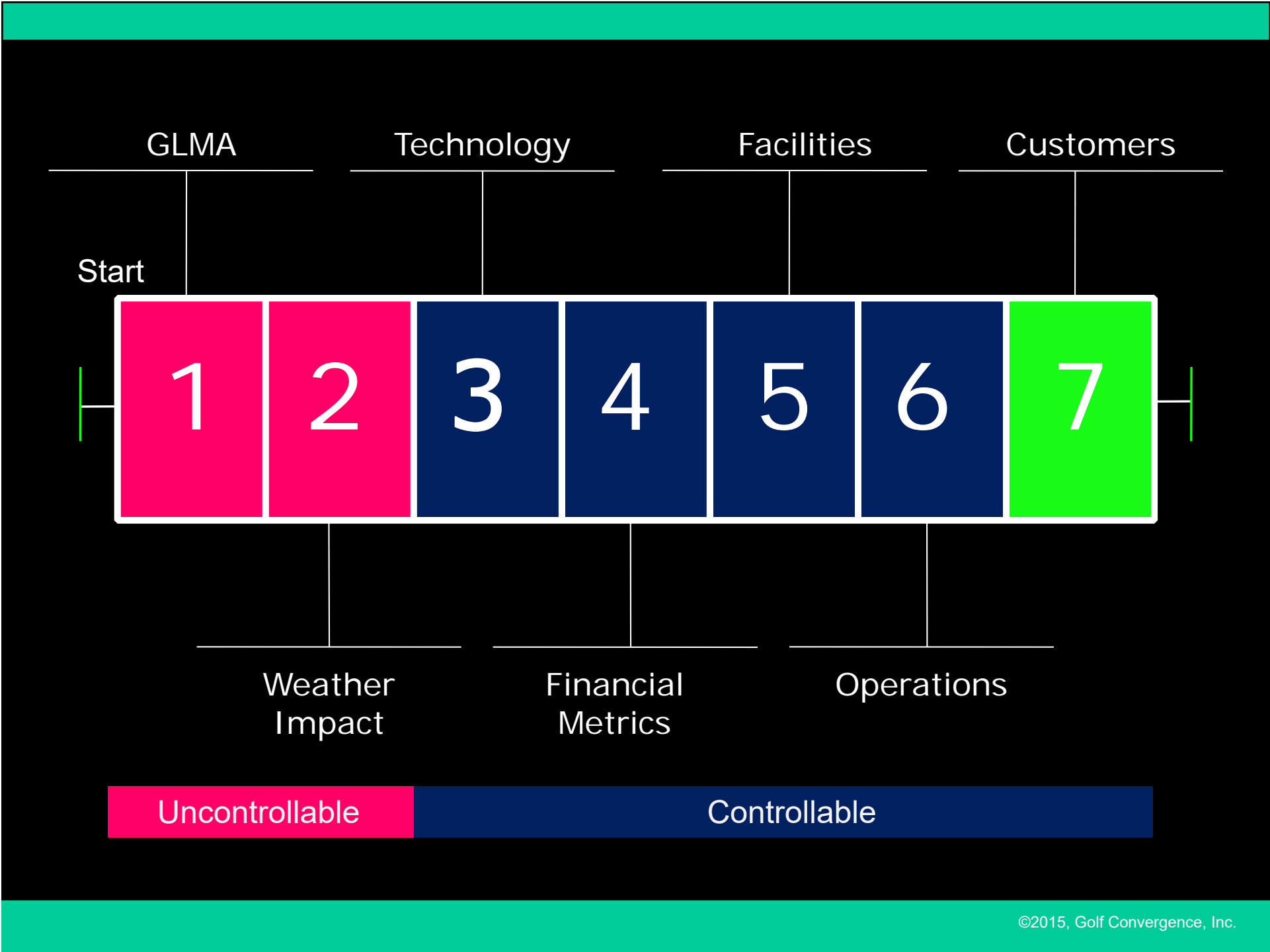








Haesley Video



7

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

Value = Experience - Price



Experience > Price

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

Financial Prosperity



Price > Experience

May you rest in peace



Experience = Net Income + Capital Invt.

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.")

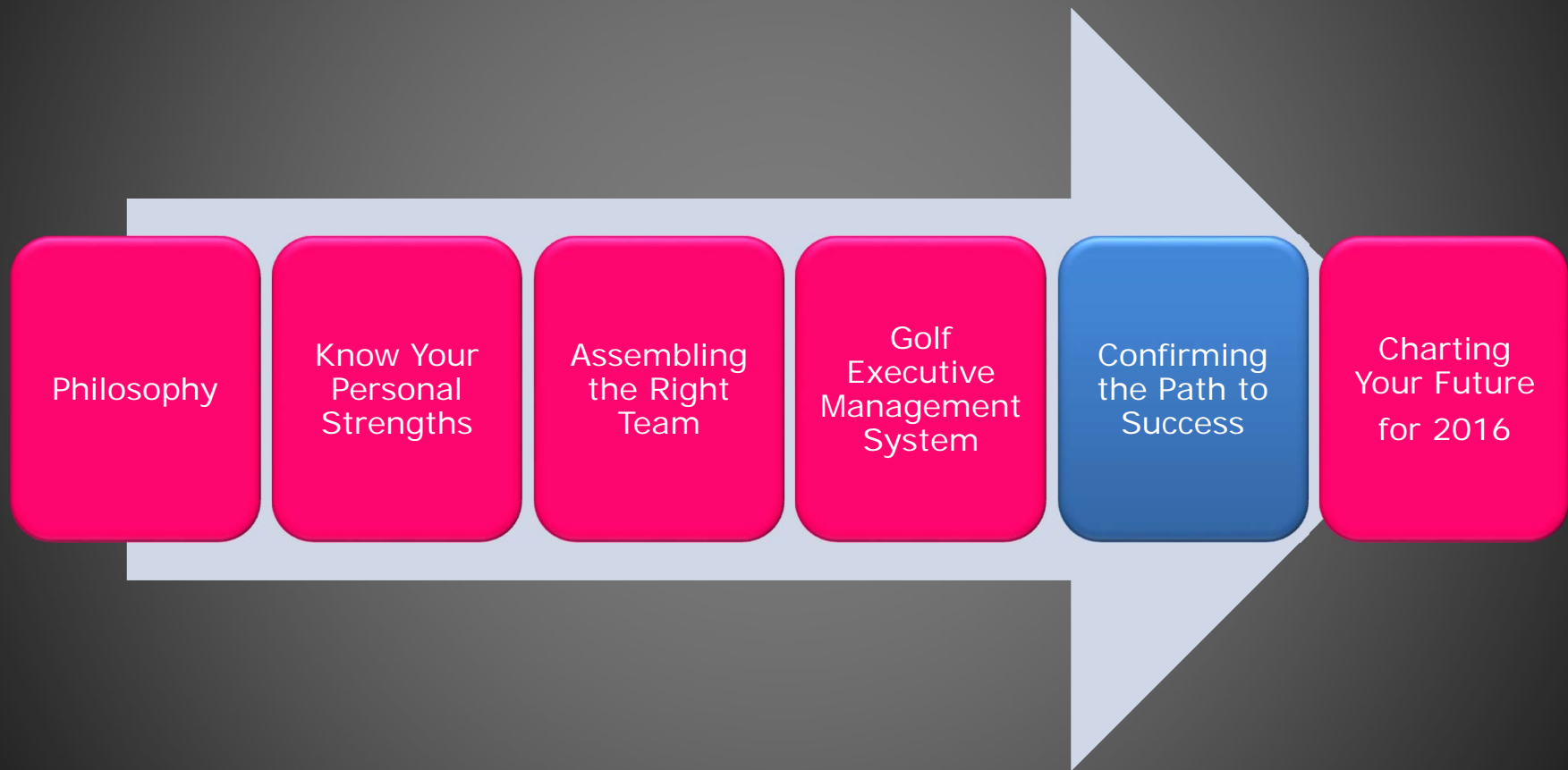
The Calculation (Fred Reichheld)

10 + 9 - 6 - 5 - 4 - 3 - 2 - 1 - 0

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

Here Is What We Are Going To Achieve Today:

Provide You the Winning Playbook for Golf Courses



DID YOU
KNOW

Does the Process Work



Your Take – Aways

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

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

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

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

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

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

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

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

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

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(866) 552-9988 (fax)

dratcliffe@earthlink.net

Does the Process Work?

Participant Response

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



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

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

jim@satxgolf.com - Email
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(210) 268-5110 Cell

Does the Process Work?

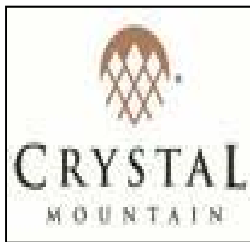
Participant Response

June 2014 saw us increase our sales just in Greens and cart fees by \$40,000 with an increased ADR of \$3.00.

We have put into effect almost all of your recommendations. And it is working! Here are the things we have done. And I am putting these in order of importance.....

1. Hired a high-quality golf course superintendent who is a fit for our culture. He has totally transformed the quality of our golf courses to rival any course in Northern Michigan.
 2. Using yield-managed tee times through Golfswitch.
 3. Maintaining closer contact with our email database. We are sending more information out (once per week).
 4. More of a golf focus on our website and easier to find where to book tee times
 5. Purchase of new golf accessories such as tee signs, garbage cans, water coolers, ball washers. Also revamped our driving range with all new products. AND USING WHITE RANGE BALLS!!!!
 6. New wooden flagsticks and bunker rakes.
 7. New rough unit and greens roller and bench grinder and reel grinder.
 8. Added amenities to golf carts (hand towels, bag tags, tees) and put a scorecard and pencil with an eraser on each cart.
- Jim I brag to everyone how you brought life back to our golf operation.

I even had Chris and Jim MacInnes say “Thanks for reviving our golf product”. It was forgotten for several years. Bringing you into the picture MADE THE DIFFERENCE!! Cause nobody would listen to me!!

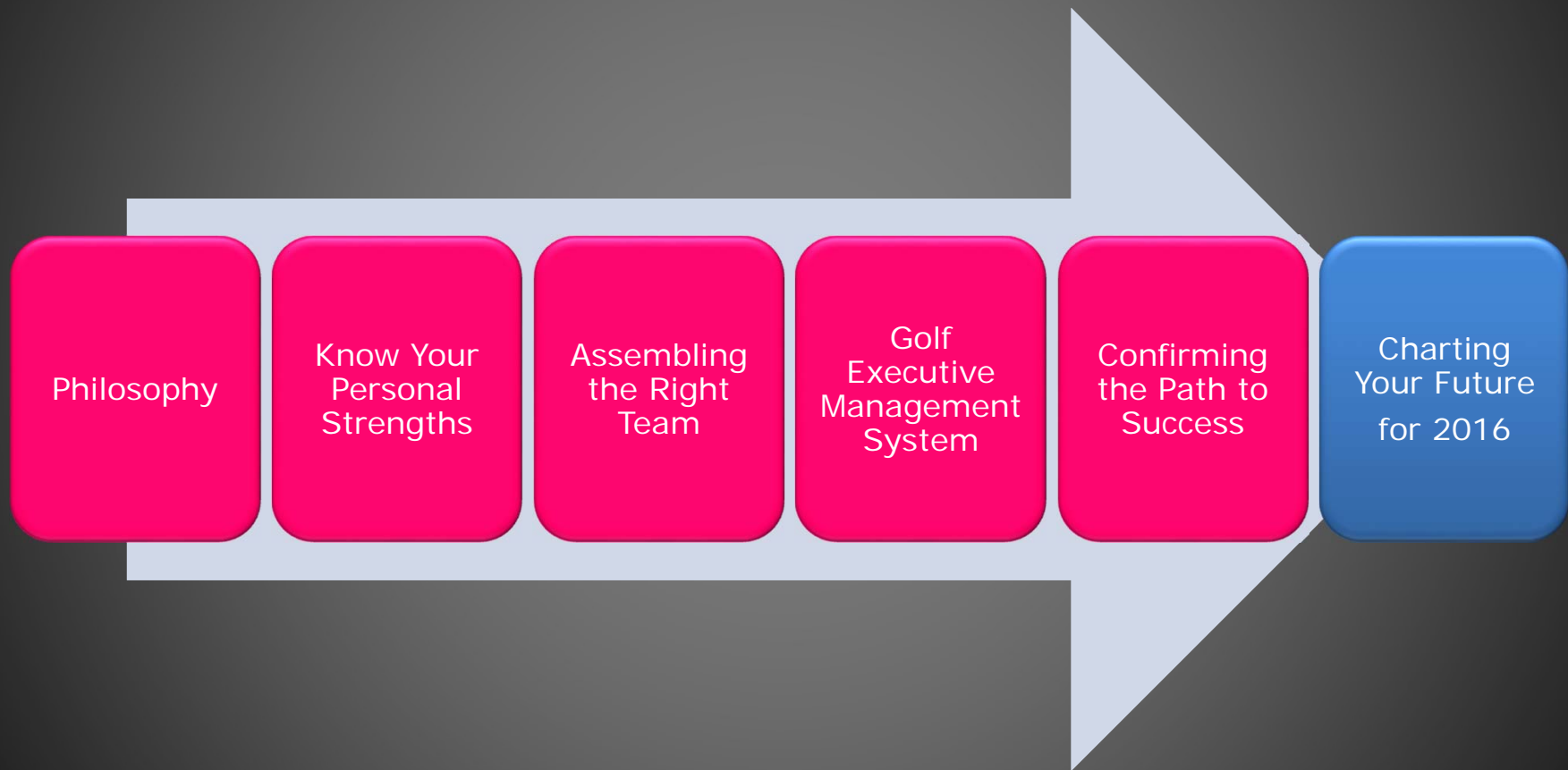


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Here Is What We Are Going To Achieve Today:

Provide You the Winning Playbook for Golf Courses



So, what does it all mean?



F

A

D

FOCUS

A

D

Focus
Action
D

Focus
Action
Decision

W hat's I mportant N ow



You Are A Winner Video

Complimentary Resources

Daily - I publish trends and news daily ([golfconvergence](#)) via Facebook, Twitter, and Linked.

Frequently, I post the best management practices I observe on Instagram ([jjkeegan](#))

A **weekly** blog, a monthly newsletter and I conduct quarterly Webinars regarding the most current developments impacting golf courses for members ([jjkeegan.com](#)).

Three times a year, I lead golf course through a 9-week course in creating a strategic plan, determining the tactical resources required and the appropriate policies and procedures to ensure financial success at their facility.

Biennially, I publish an updated version of the award-winning, "Business of Golf"

Got Any



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



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