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Noyes Park, Bridging
the Gap, Junior Golf Lessons



PGA
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Junior Foundation

Tournaments, Memberships,
Scholarships



7 Practical Steps to Increase the Investment Return At Your Golf Course

February 13, 2015



J.J. Keegan, Managing Principal



J. J. KEEGAN — WHY: MY PASSION IS CREATE VALUE FOR GOLFERS ON A FOUNDATION THAT OPTIMIZES THE FINANCIAL PERFORMANCE OF A GOLF COURSE.



- ◆ Experience: Managing Principal - **Golf Strategist** – 10 years including 7 months as **Interim GM** operating golf course in Dallas, TX. CEO - Fairway Systems – 16 years (450 golf courses, 7 countries, all major municipalities);
- ◆ **Sample** of 2014 Client Engagements: Cities of Arlington, Litchfield, Louisville, Sioux Falls, Virginia Beach; Cog Hill, MacDonald Island Park, Minneapolis Park Board, Play Golf Calgary, Talking Stick Resort, Trilogy
- ◆ Memberships: **CMAA** –inactive (305 hours), NGF, GCSAA
- ◆ Speaker: NGCOA – Canada, Clemson PGM, NGCOA, GCSAA, NRPA, Wisconsin PGA
- ◆ **Webinar Host**: Clemson University, Keiser College, Holland College, Golf Academy, Professional Golfers Career College, University of Wisconsin
- ◆ Golf Magazine Panelist: **Visited 4,000+ golf courses** in 46 of the 203 countries, **played 1,600+** of the world’s 33,000 courses.
- ◆ Education: **BBA** – TCU, **MBA** – University of Michigan
- ◆ Licensing: **CPA**, inactive
- ◆ Author: “*The Business of Golf: What Are You Thinking?*” (A Basic Primer) – 16 countries, 4,400+ copies sold, 15 Colleges and Universities
- ◆ Author: “*The Business of Golf: Why? How? What?*” (*Seasoned Professionals*)Panelist: Golf Magazine Top 100 Golf Courses in the World



DID YOU
KNOW

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





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

—Shunryu Suzuki

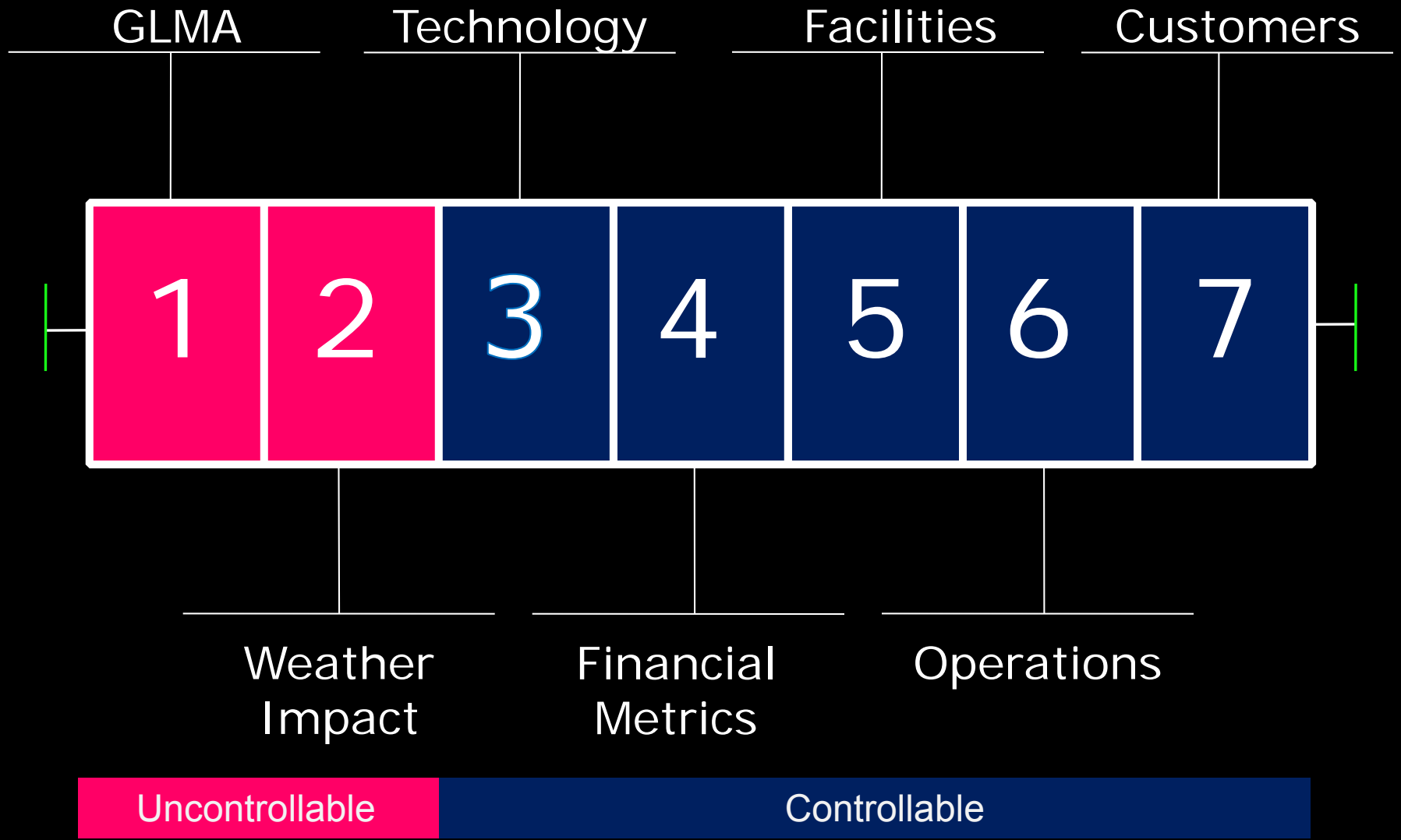


Heuristic ([/hjʊˈrɪstɪk/](#); [Greek](#): "Εὕρισκω", "find" or "discover")

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

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





STRATEGIC TEMPLATES

0	Strategic Planning	Web based survey	Entry	These pre-test templates ask 40 questions to ascertain the level of the respondent's knowledge of the business of golf. Your answers can be compared to a national survey.
1	A Geographic Local Market Analysis	Excel	Intermediate	Demographic profile (age, income, ethnicity & population density) contrasts your course with the golf courses within 30 miles of yours to determine strategic potential.
1	Vision – Private Golf Course	PowerPoint	Entry	Promises versus performance. This templates helps a private club determine if its brand promise is at the platinum (5-star), gold (4-star), silver (3-star, bronze (2-star) or steel (1-star).
1	Vision – Public Golf Course	PowerPoint	Entry	Promises versus performance. This template helps a public course (daily fee, municipal, or resort) determine if its brand promise is at the platinum (5-star), gold (4-star), silver (3-star, bronze (2-star) or steel (1-star).
2	Weather Playable Days Calculation	Excel	Intermediate	Is your facility under- or over-performing in relationship to the number of golf playable days? This template will help you measure that benchmark.



TACTICAL TEMPLATES

3	Technology Integration Checkpoint	Excel	Intermediate	How are you leveraging technology to boost your revenue? This template grades your use of technology from 1st grade to the PhD level.
4	Cash Flow Forecast – 5 Years – Daily Fee/Municipal	Excel	Advanced	The operation of a daily fee or a municipal golf course can be forecast based on 60 controllable variables. This worksheet facilitates sensitivity analysis to quickly project revenues, income, and expenses for the next 5 years for daily fee and municipal golf courses.
4	Cash Flow Forecast – 5 Years – Resort	Excel	Advanced	The operation of a resort can be forecast based on 75 controllable variables . This worksheet facilitates sensitivity analysis to quickly project revenues, income, and expenses for the next 5 years for resort golf courses.
4	Cash Flow Forecast – 5 Years – Resort	Excel	Advanced	The operation of a private club can be forecast based on 50 controllable variables . This worksheet facilitates sensitivity analysis to quickly project revenues, income, and expenses for the next 5 years for private club courses.



4	Green Fee Calculator – Complex: Quantitative	Excel	Advanced	There is a relationship between 18 weekend, weekday, 9 holes, morning, afternoon, senior, and junior green fee rates. This template confirms those interrelationships to ensure all of your prices are “in balance” for the fees posted.
4	Green Fee Calculator – Simple: Qualitative	PowerPoint	Intermediate	What is the correct green fee price? The slope rating, the strategic elements, conditioning, grass texture, ambience; the amenities provided are the variables that should determine price.
4	Green Fee Yield – Revenue Modeling Exercise	Excel	Intermediate	The impact on future revenues from changes in rounds and associated yields from the top revenue categories are modeled to measure the impact of potential rate changes.
4	Season Pass – Fair Fee	Excel	Beginner	Utilizing weather-playable days, anticipated rounds the season pass holder will play during the year, and an appropriate discount, determine the fair price to assess.
4-	Sensitivity Pass Analysis	Excel	Intermediate	What is the impact of changing the season pass price on total revenues, considering the golfers that will choose to merely pay-as-they-go? This template facilitates calculating the revenue impact of price changes and the number of subscribers.



OPERATIONAL TEMPLATES

5	Golf Course Budget/Business Plan Template	Excel	Advanced	Golf course maintenance is a considerable expense, often accounting for 40%-60% or more of gross income. The step-by-step budget process helps to build a business plan as well as an excellent, goal-based golf course maintenance operation budget.
5	Step 5 - Deferred Capital Expenditures Template	Excel	Entry	There are 14 depreciable capital components that comprise a golf course. This spreadsheet will help you determine the annual capital allocation that should be in reserve and the aggregate deferred component.
5	Step 5 - Equipment Template	Excel	Advanced	There are 44 different pieces of equipment required to properly maintain the course. This worksheet calculates the value of equipment on hand, capital reserves required and components that should be acquired.
5	Labor/Task Analysis	Excel	Intermediate	Labor has an impact of great proportions on any aspect of the golf operation; proper allocation of resources must be top-of-mind. This template will allocate sensibly labor resources and report back costs and hours



5	Step 5 - Maintenance – Labor Hour Templates	Excel	Advanced	A superintendent engages in 40 separate tasks that vary by day, week, season, or annually. This worksheet calculates the labor hours required annually to maintain a golf course and provides a comparison to actual labor expended.
5	Step 5 - Weekly Golf Maintenance Labor Scheduler	Excel	Advanced	By keeping track of the hours required per week, their cost, and who should be assigned the tasks at hand, this worksheet aids the superintendent in scheduling the week ahead.
6	Step 6 –Golf Course Checklist – Secret Shopper Service	Excel	Entry	On the assembly line of golf, there are 111 customer touch points that contribute to the player’s perception of value. This checklist provides guidance in measuring the experience provided at your golf course.
7	Step 7 – Golfer Survey – Loyalty and Preference	Excel	Entry	There are 30 questions that a customer survey should include. Use of this document will help your golf course craft an effective survey to ensure insightful responses.



RICK LUCAS, PGA, DIRECTOR OF PROFESSIONAL GOLF MANAGEMENT – CLEMSON UNIVERSITY



Rick Lucas, Director of the PGM Program at Clemson University, received his Bachelor of Science Degree in Business Administration at Old Dominion University and his MBA at Virginia Commonwealth University.

Currently, he is working on his doctorate in Career and Technology Education. Mr. Lucas has over 20 years experience in the golf industry with extensive knowledge in management of golf programs and operations.

His positions in the golf industry have included: assistant professional, teaching coordinator, head golf professional, and general manager at both public and private facilities. Some career highlights include scoring in the top 5% in Business School I & II and winning the Philadelphia Assistant Association's Southern Championship.





Dissertation Title

- Empirical study of the effectiveness, reliability, relevancy, and development of a **golf management system** and tools designed to **educate golf course managers** towards completing strategic, tactical, and operational plans **to improve the financial performance of golf facilities.**



Perceptions to Support Study

Observation #1 - You are working too hard on the wrong things that make little difference.

Observation #2 - There must be key measurements that accurately forecast the potential of your facility.

Observation #3 – Weather reporting and forecasting is poor.

Observation #4 - The adoption of technology is template based with little understanding of its power.

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

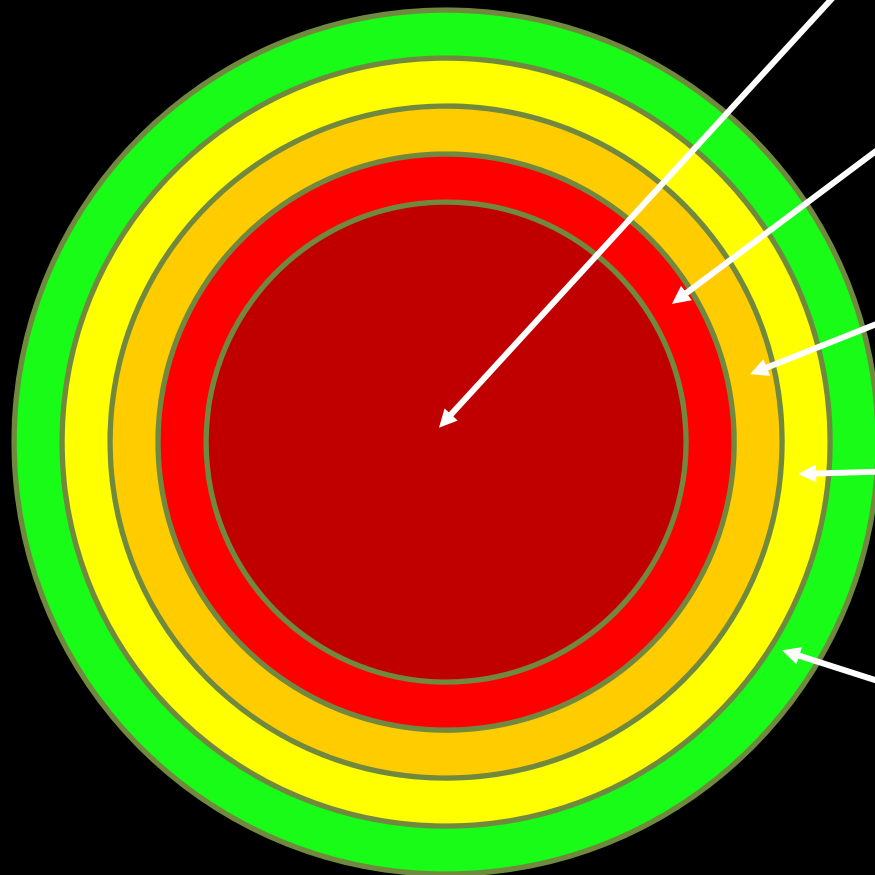
Observation #6 - Capital reserves are underfunded.

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

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



80%



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

Demand Exceeds Supply

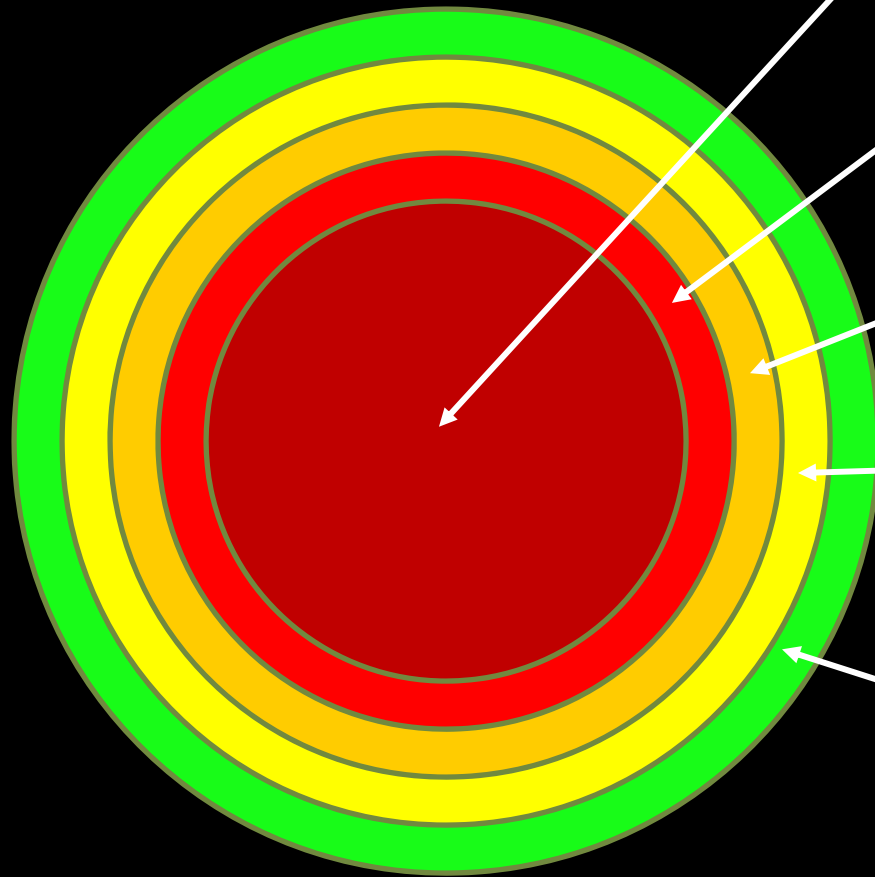
Strategic, Conditioning, Slope Rating >
125, +50 Bunkers

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

Ambience: Ocean, Mountain, Amenities,
Clubhouse, Championships



80%



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

Demand Exceeds Supply

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

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

Ambience: Ocean, Mountain, Amenities,
Clubhouse, Championships



Value = Experience - Price



Experience > Price

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

Financial Prosperity



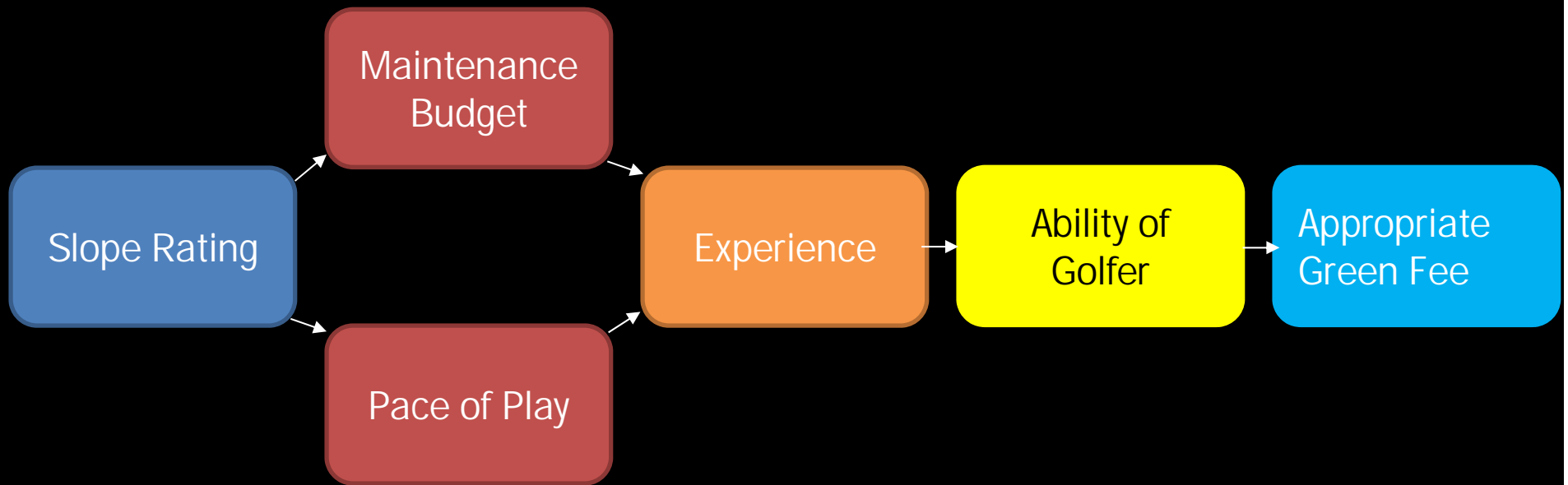


Price > Experience

May you rest in peace



Experience = Net Income + Capital Invt.



Green Fee Should Equal

.0001% of Maintenance Budget

Average Municipal Budget \$450,000

Average Green Fee = \$45



Green Fee Should Equal

.00084% of Median Household Income

Average Median Household Income:
\$53,214

Average Green Fee: \$45.05



So, what does it all mean?



Office Depot

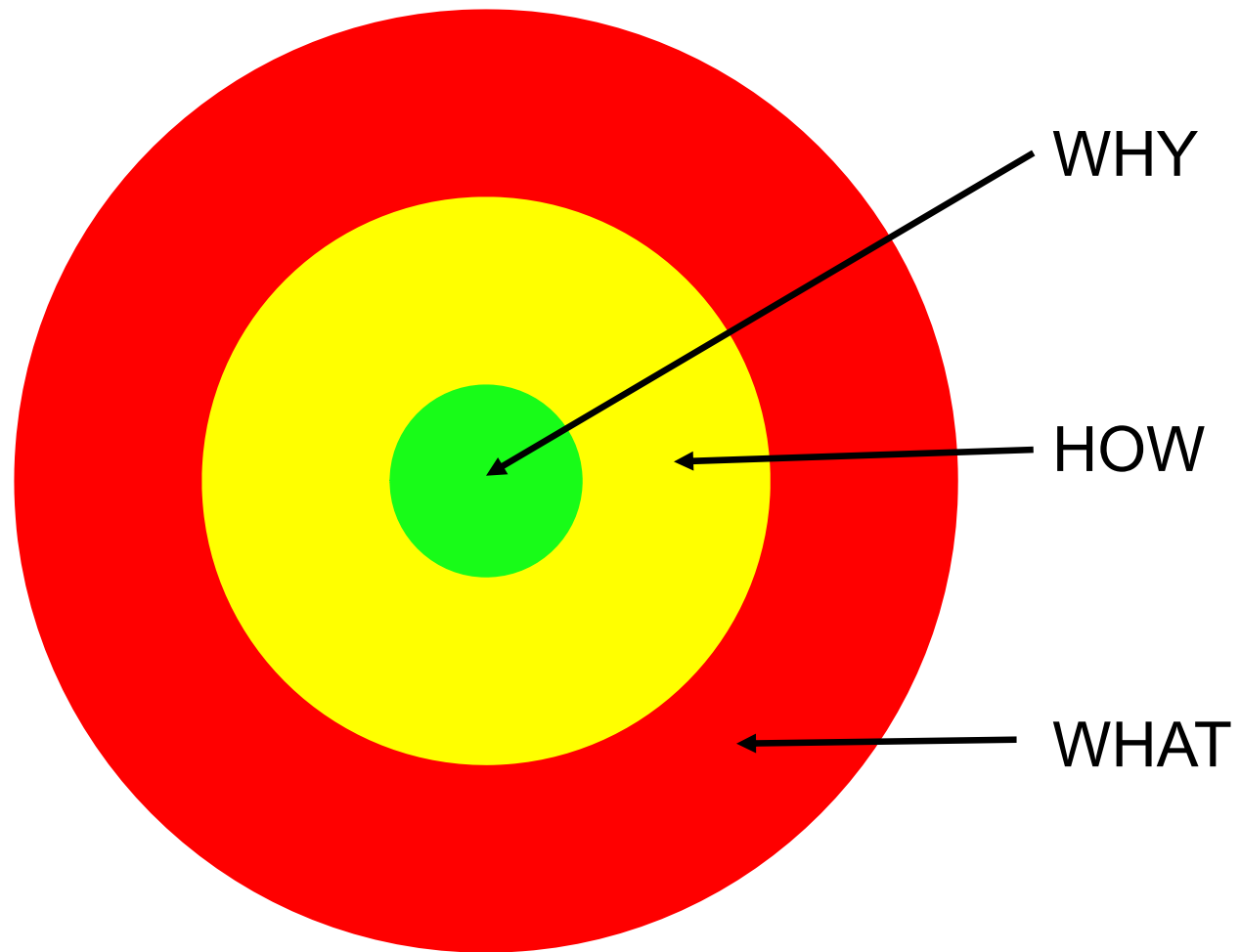
SIMONSINEK



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The Golden Circle of Communication™: Simon Sinek





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

GLMA

Technology

Facilities

Customers



Weather
Impact

Financial
Metrics

Operations

Uncontrollable

Controllable



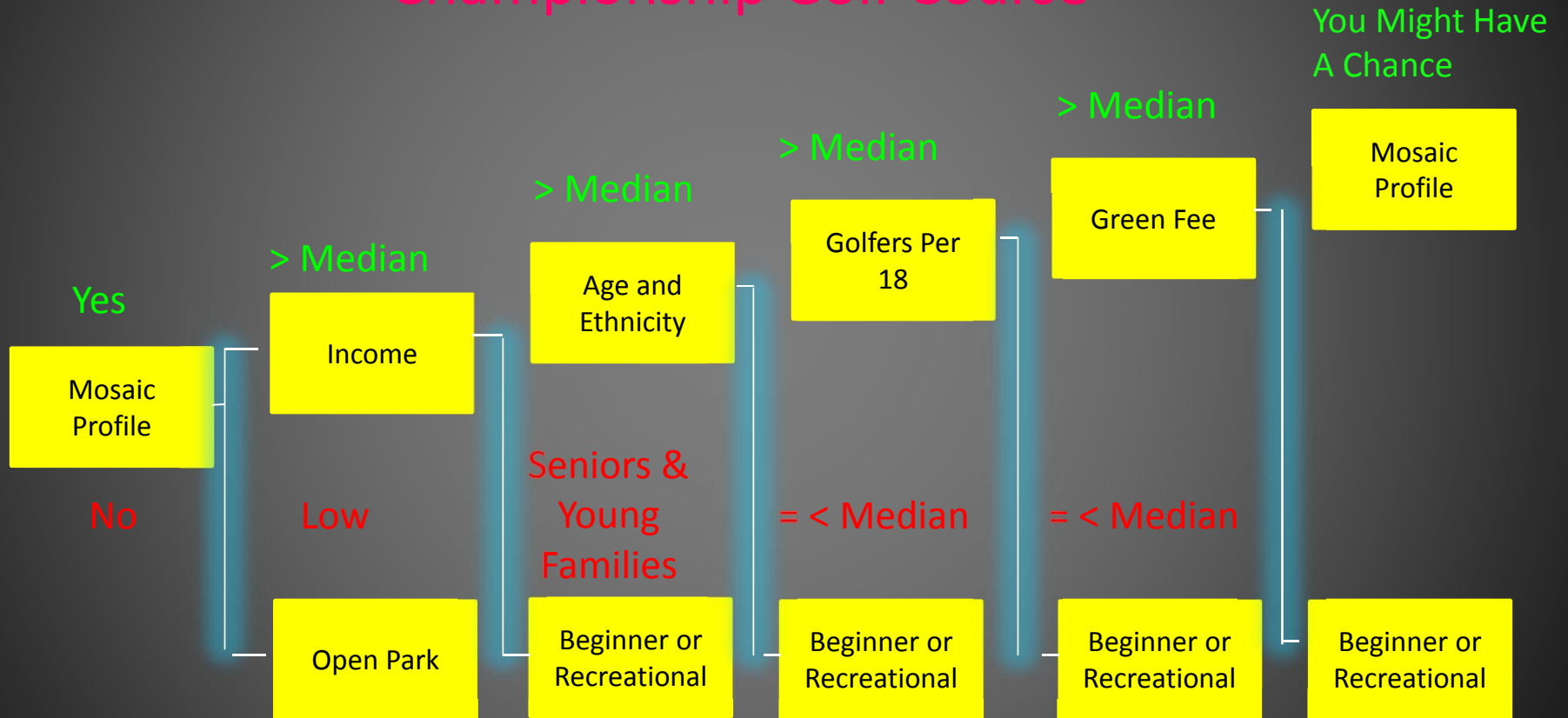
1

Six Numbers Define the Potential of Your Golf Facility



The Critical Path

The Barriers to A Fiscally Sustainable Championship Golf Course

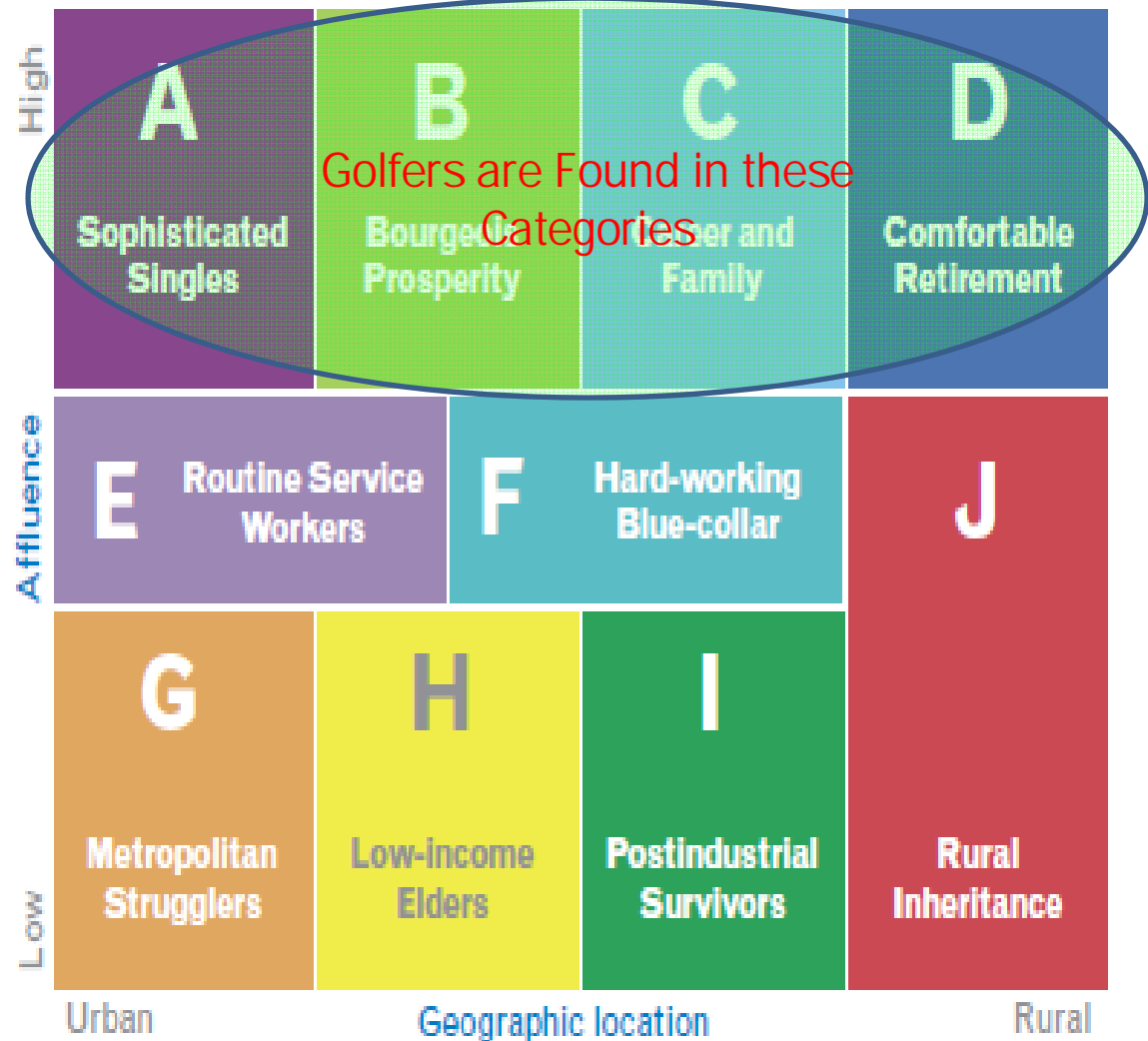


Mosaic Global

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

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

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



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



Management	Course Name	Miles	Income	Age	Hispanic	Black	Asian	Slope Rating	Golfers
Alamo Trail	Cedar Creek	5	\$76,890	31.3	41.50%	6.50%	6.50%	132	2,298
City of Brooklyn Park	Edinburgh	10	\$63,595	36.1	5.50%	12.40%	7.30%	141	4,129
City of Charlotte	Renaissance Park	5	\$47,870	34.1	22.70%	38.40%	3.50%	126	3,897
City of Charlotte	Charles T. Myers	5	\$49,410	34.1	17.10%	32.30%	4.20%	120	3,843
City of Columbus	Champions	5	\$41,655	32.9	5.70%	30.00%	4.20%	127	8,584
City of Columbus	Turnberry	5	\$53,937	34.5	4.50%	30.40%	2.10%	124	4,639
Crystal Mountain Resort	Highlands	10	\$41,800	45.9	2.10%	0.50%	0.10%	128	379
Irvine Company	Oak Creek	5	\$90,186	36	14.30%	1.90%	32.70%	133	3,848
Irvine Company	Oak Creek	10	\$80,752	35.6	36.60%	1.60%	15.90%	133	3,680
Jemsek Family	Pine Meadow	10	\$87,833	40.1	13.70%	2.90%	9.20%	138	1,524
Western Illinois	Harry Mussatto	10	\$31,694	28.2	2.90%	6.20%	2.20%	133	742



	Brown Deer			The Oaks			University Ridge		
Mileage	5	10	15	5	10	15	5	10	15
Total	-8.80%	-6.30%	3.80%	44.70%	26.60%	24.90%	38.40%	25.20%	27.40%
Sophisticated Singles	-1.60%	0.50%	0.00%	2.10%	4.70%	4.10%	9.70%	6.20%	4.50%
Bourgeois Prosperity	1.70%	0.40%	3.50%	19.10%	7.60%	12.10%	16.60%	15.70%	13.40%
Career and Family	-6.90%	-5.20%	-1.50%	26.00%	12.10%	8.70%	14.10%	6.40%	10.10%
Comfortable Retirement	-2.00%	-2.00%	1.80%	-2.50%	2.20%	0.00%	-2.00%	-3.10%	-0.60%
Routine Service Workers	0.20%	-6.50%	-6.40%	-7.20%	-6.40%	-7.50%	-11.30%	-11.80%	-8.60%
Hard Working Blue Collar	-8.60%	-6.50%	-2.00%	-8.10%	-5.10%	-6.30%	-9.30%	-9.40%	-7.40%
Metropolitan Strugglers	27.90%	29.50%	13.30%	-14.10%	-5.50%	1.30%	-3.50%	10.70%	1.50%
Low Income Elders	-0.10%	0.007	0.005	-0.013	-0.013	-0.012	-0.005	-0.011	-0.013
Post Industrial Survivors	-3.30%	-0.037	-0.019	-0.066	-0.012	-0.042	-0.065	-0.064	-0.044
Rural Inheritance	-7.40%	-7.30%	-7.30%	-7.40%	-7.30%	-7.10%	-7.30%	-7.30%	-7.20%



	Brown Deer			Oaks			University Ridge		
Mileage	5	10	15	5	10	15	5	10	15
Age	35.40	33.40	36.60	37.10	37.10	35.20	35.50	32.30	35.20
Income	\$43,950	\$43,647	\$51,627	\$74,715	\$64,068	\$61,228	\$71,579	\$59,428	\$62,717
Caucasian	38.00%	52.50%	69.90%	90.90%	85.20%	84.70%	79.70%	81.00%	84.70%
Hispanic	3.60%	9.20%	11.30%	3.50%	6.20%	6.60%	7.80%	7.50%	6.20%
African American	53.40%	36.90%	19.50%	3.30%	6.00%	5.20%	6.70%	5.80%	5.20%
Asian American	4.40%	3.70%	3.30%	2.30%	3.20%	4.60%	7.10%	7.00%	4.80%
Golfers Per 18	3,184	4,083	3,616	1,345	2,738	2,921	2,473	3,330	2,913
Slope Rating	132			134			144		



GLMA

Technology

Facilities

Customers



Weather
Impact

Financial
Metrics

Operations

Uncontrollable

Controllable



2

Historical Weather Reporting &
Leveraging Weather Forecasting is an
Underutilized resource



Weather matters to ALL golf course operators

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

it's always on your mind!

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

“When should I chose to run promotions?”

“How many employees will I need to schedule?”

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

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

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

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



hot cold snow wet dry windy

The Only Accurate 11-Month Ahead Forecast with Business Analytics

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



OR

SIGN UP

Retailers & Supply Chain

Agriculture

Small Business

Financial Services

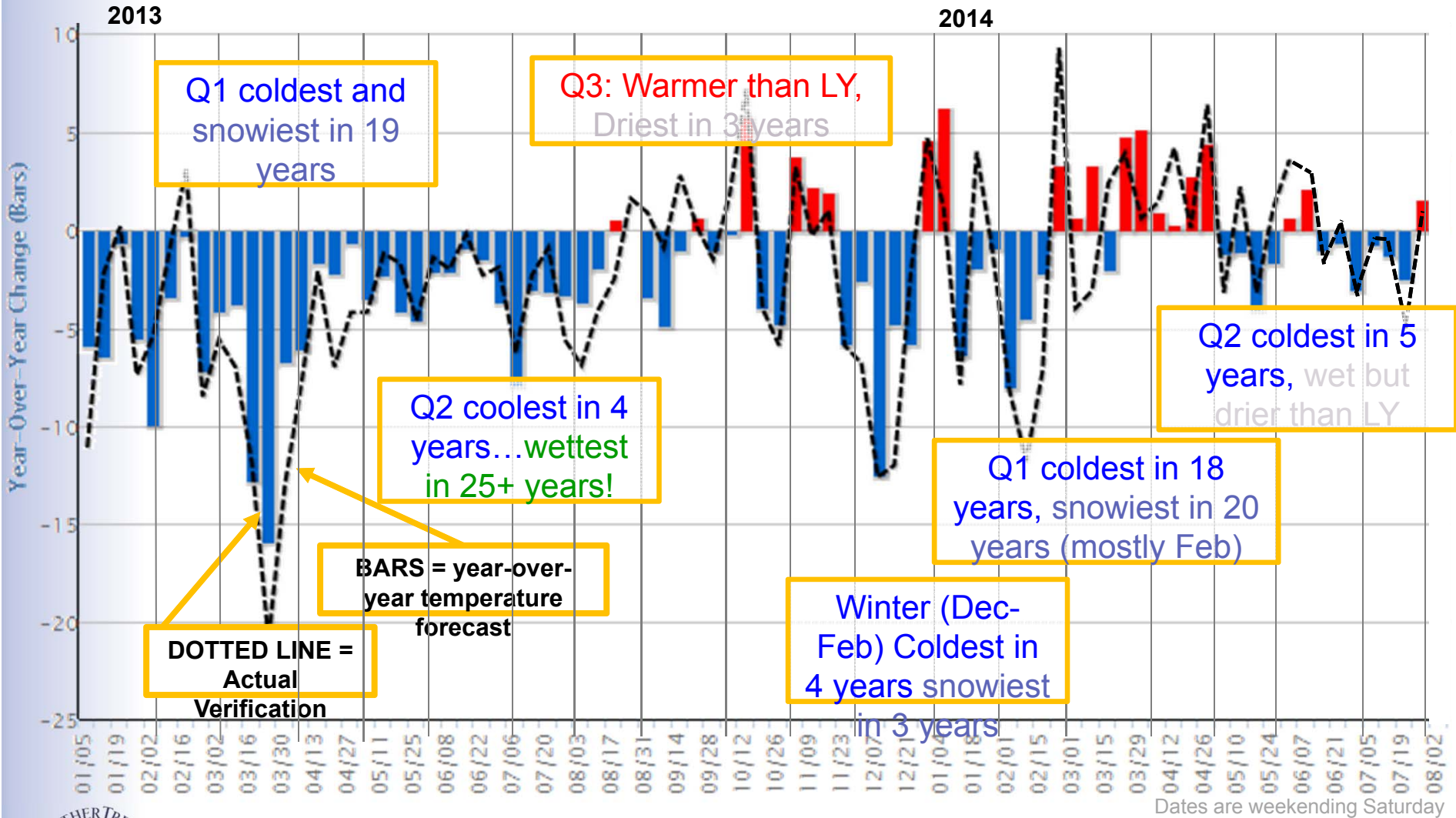
Welcome to weathertrends360, a complete, global, web solution to help retailers and suppliers capitalize on the weather and its influence on sales and marketing plans up to a year ahead.

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



NATIONAL Year-Ahead WEEKLY Temperature Trends/Accuracy



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

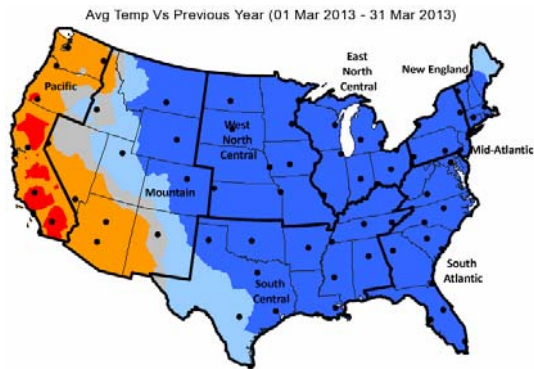
Copyright © 2014 Weather Trends International



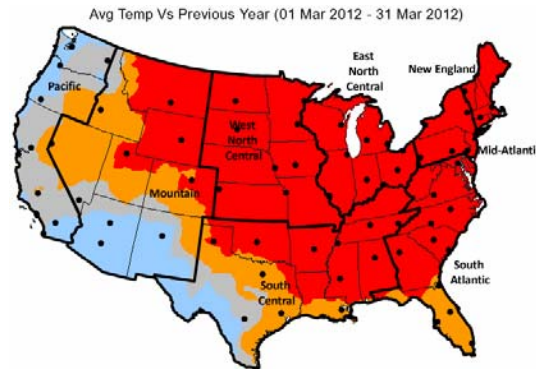
Volatile Weather = MAJOR BUSINESS RISK!

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

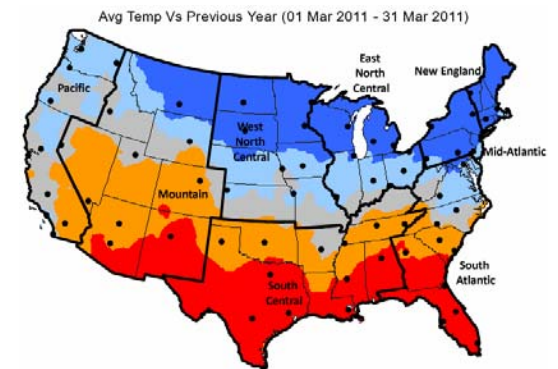
2013



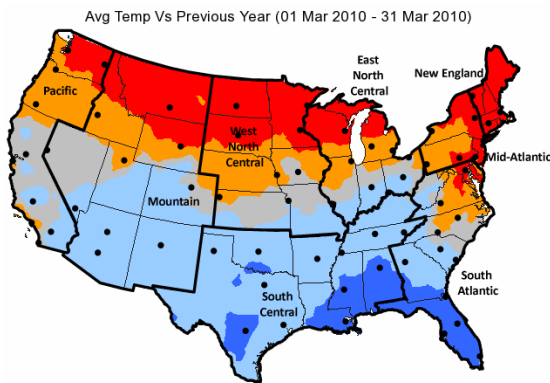
2012



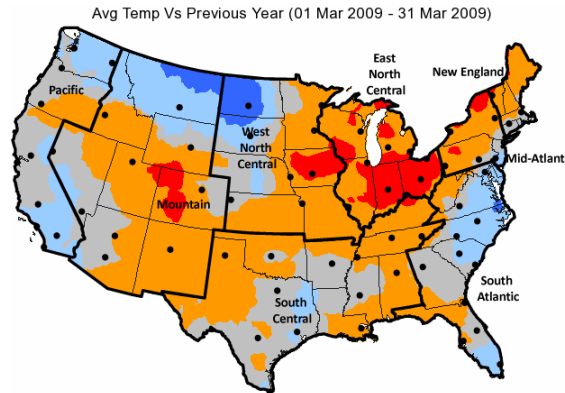
2011



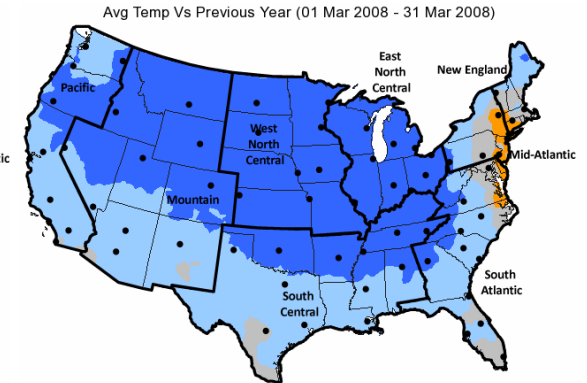
2010



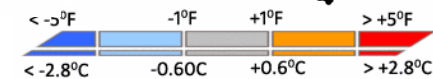
2009



2008

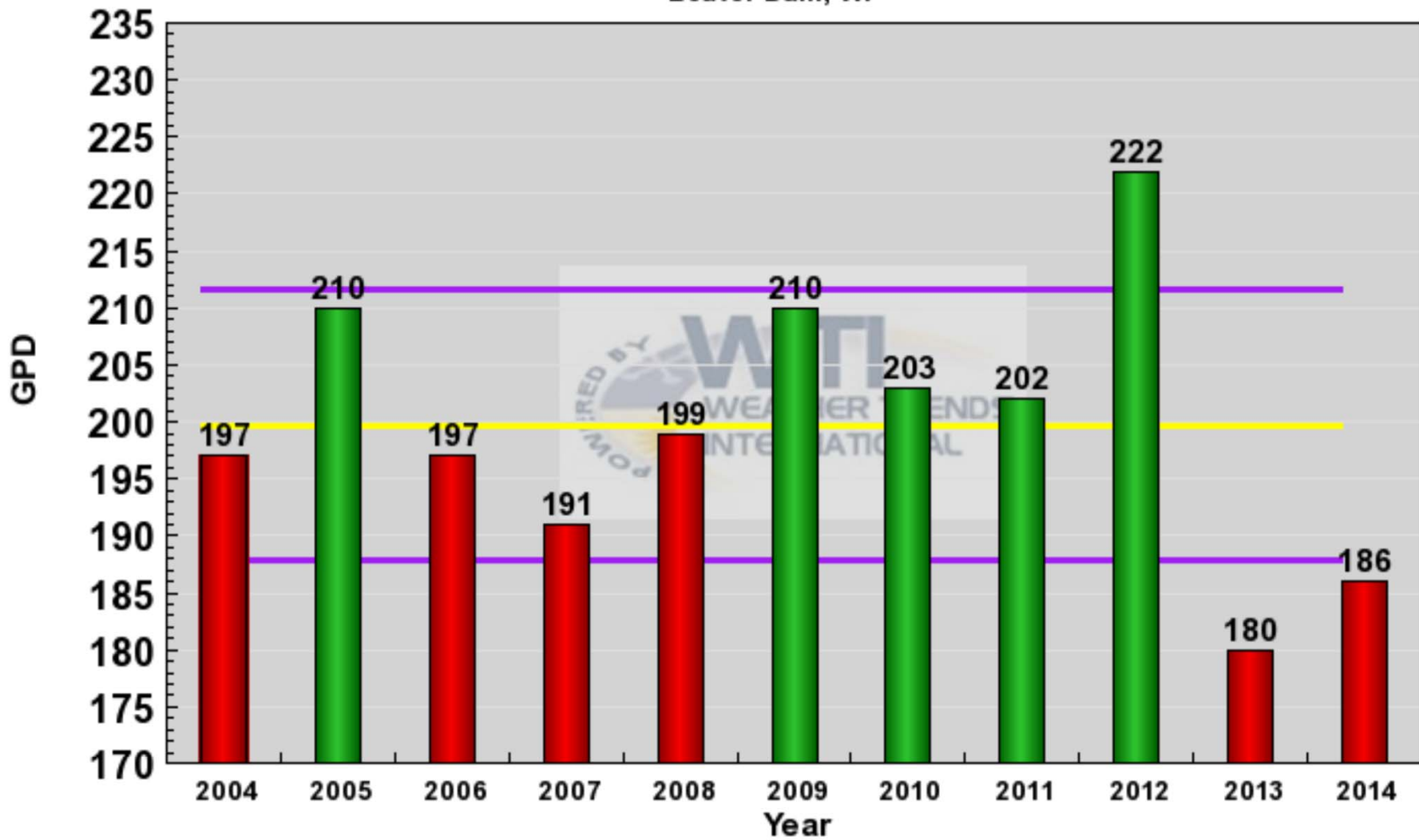


Note: Maps shown are March year-over-year temperatures. If the weather is identical, the maps would be grey which happens about 15% of the time or less.



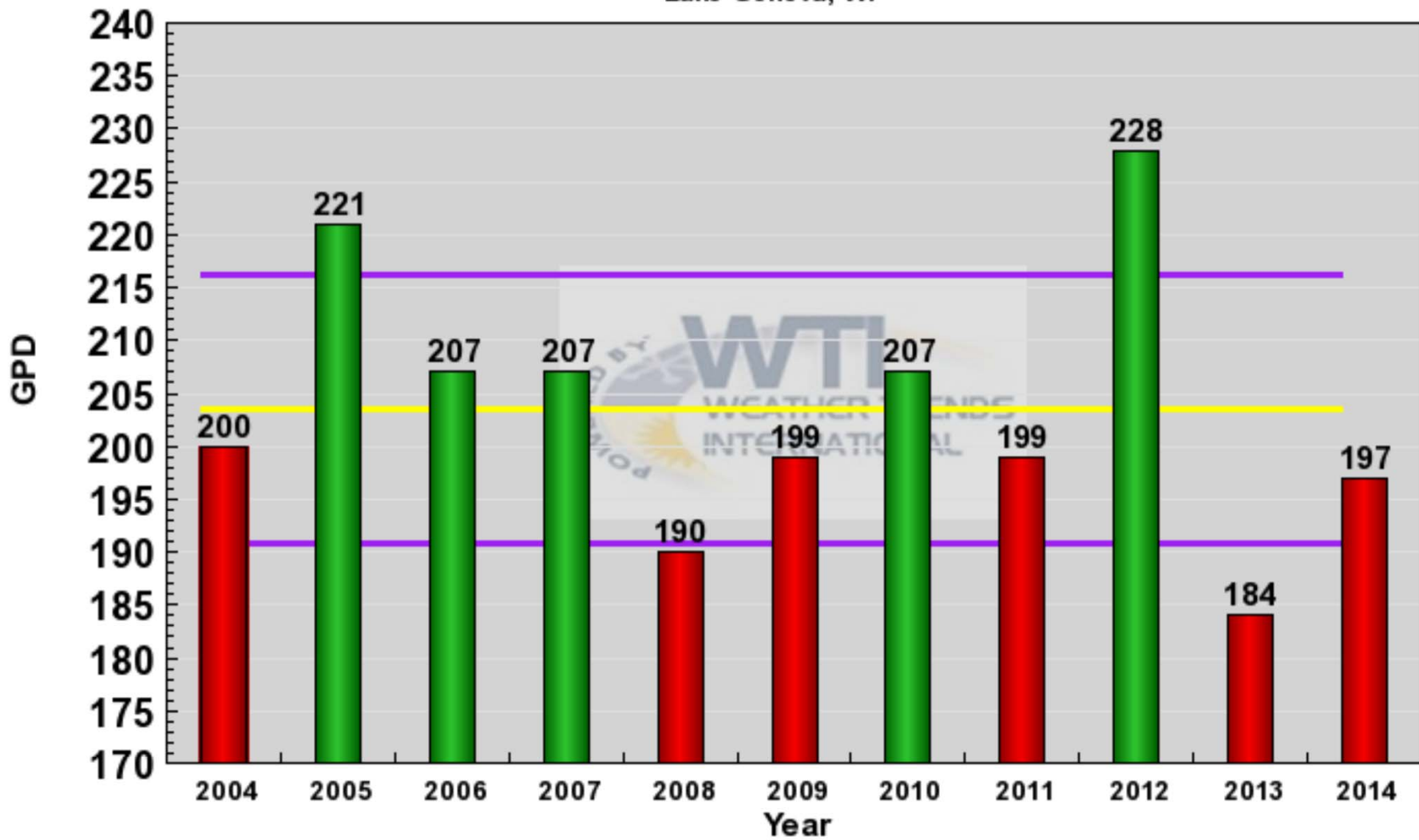
Golf Playable Days

Beaver Dam, WI



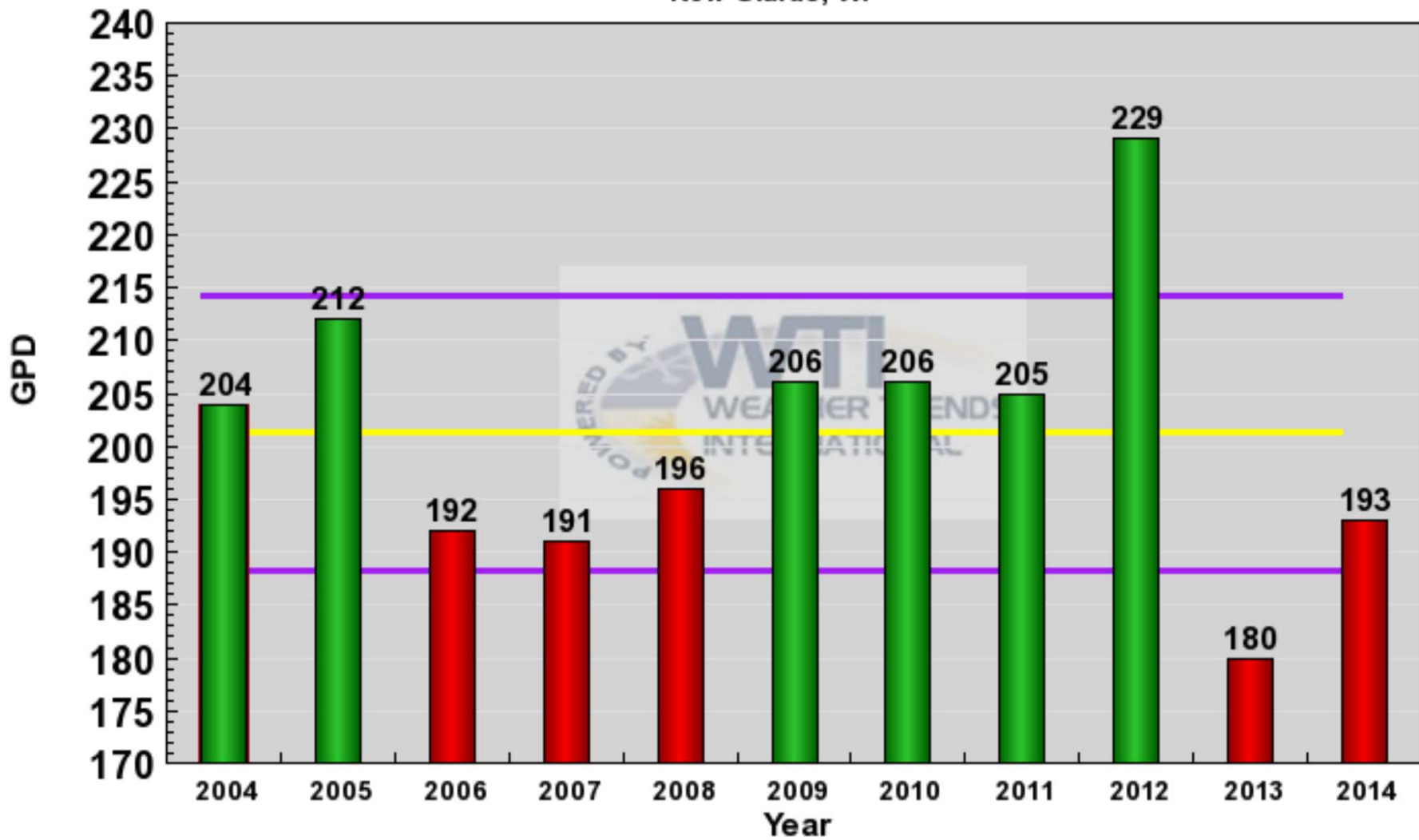
Golf Playable Days

Lake Geneva, WI



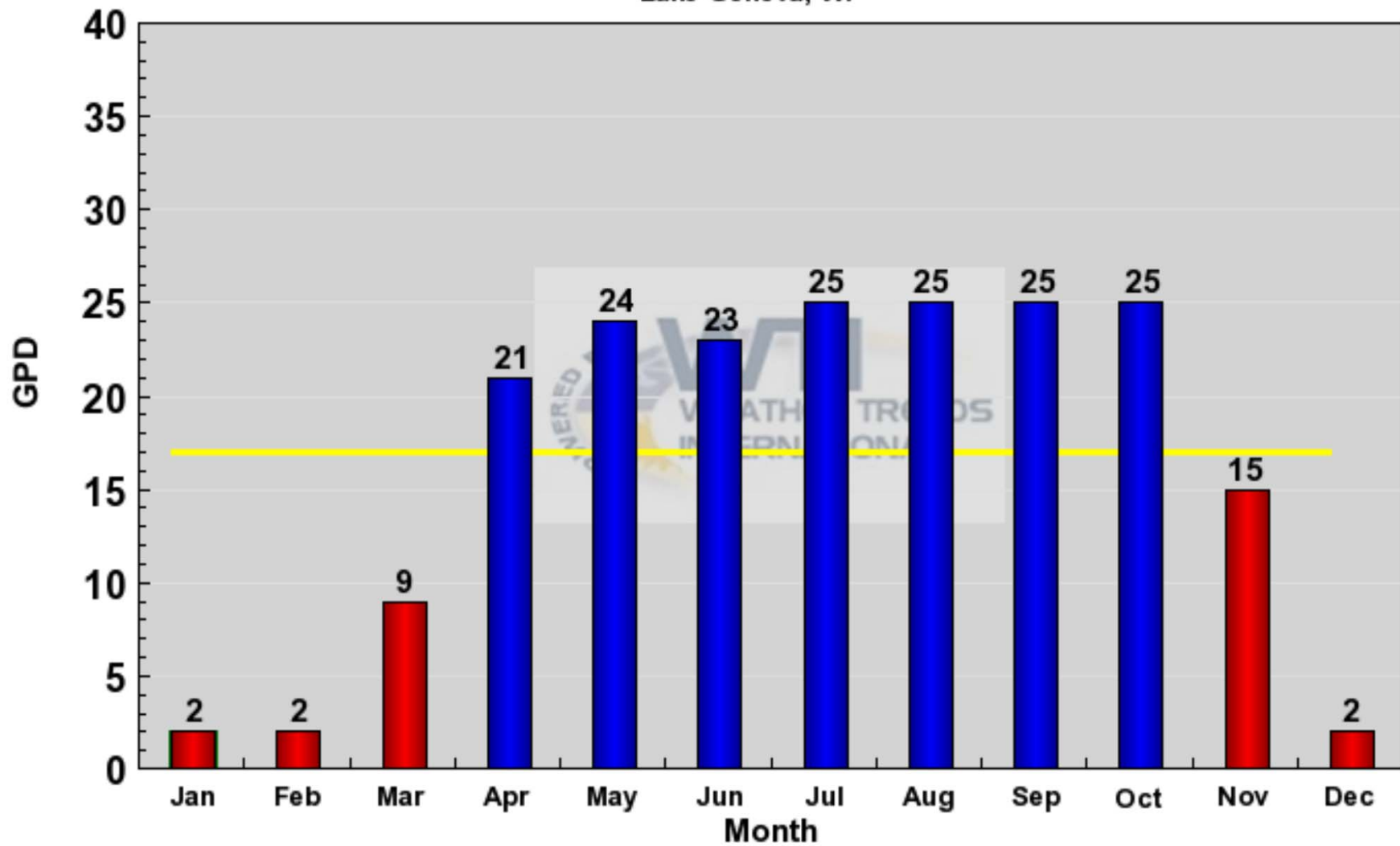
Golf Playable Days

New Glarus, WI



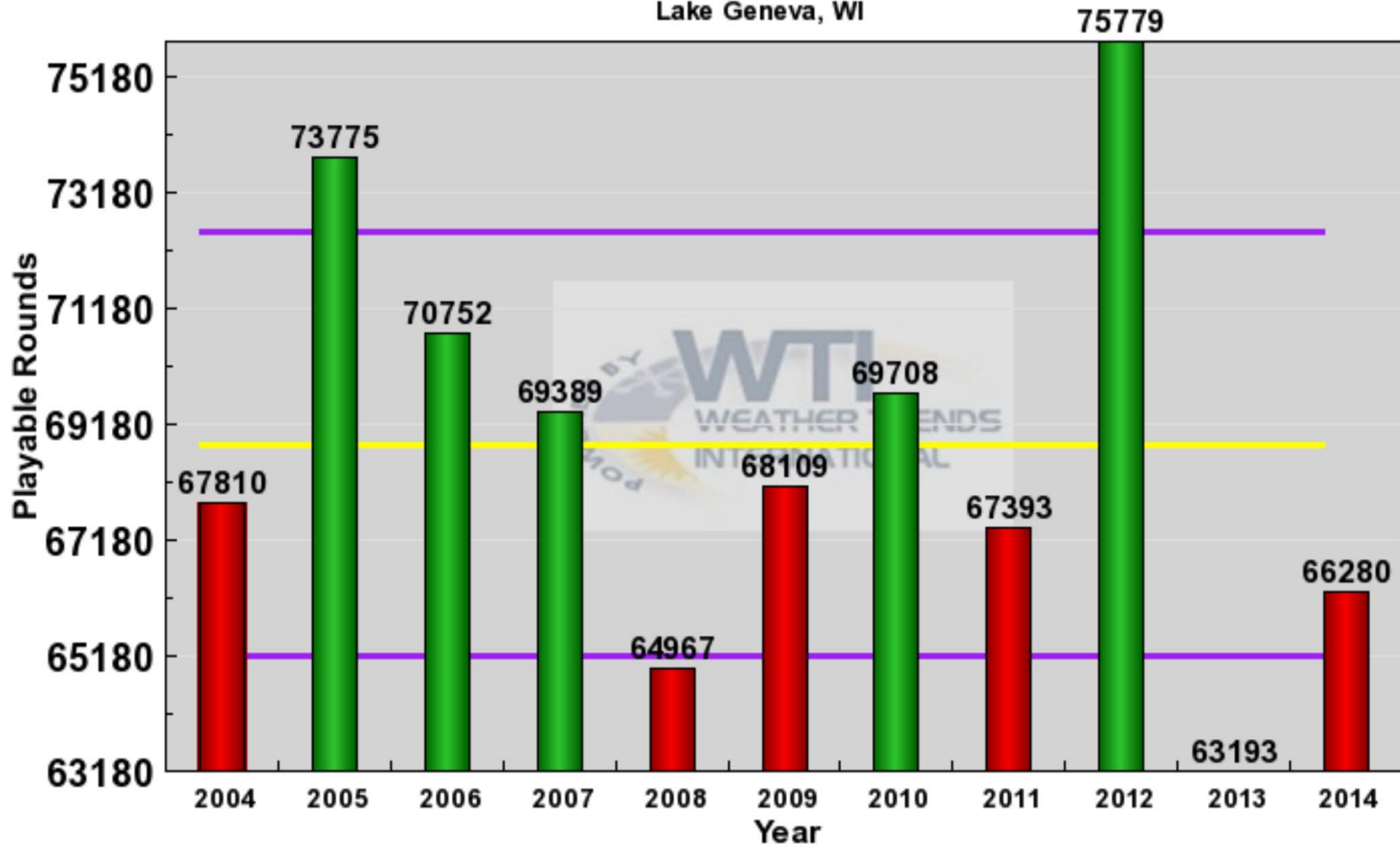
Average Golf Playable Days by Month

Lake Geneva, WI



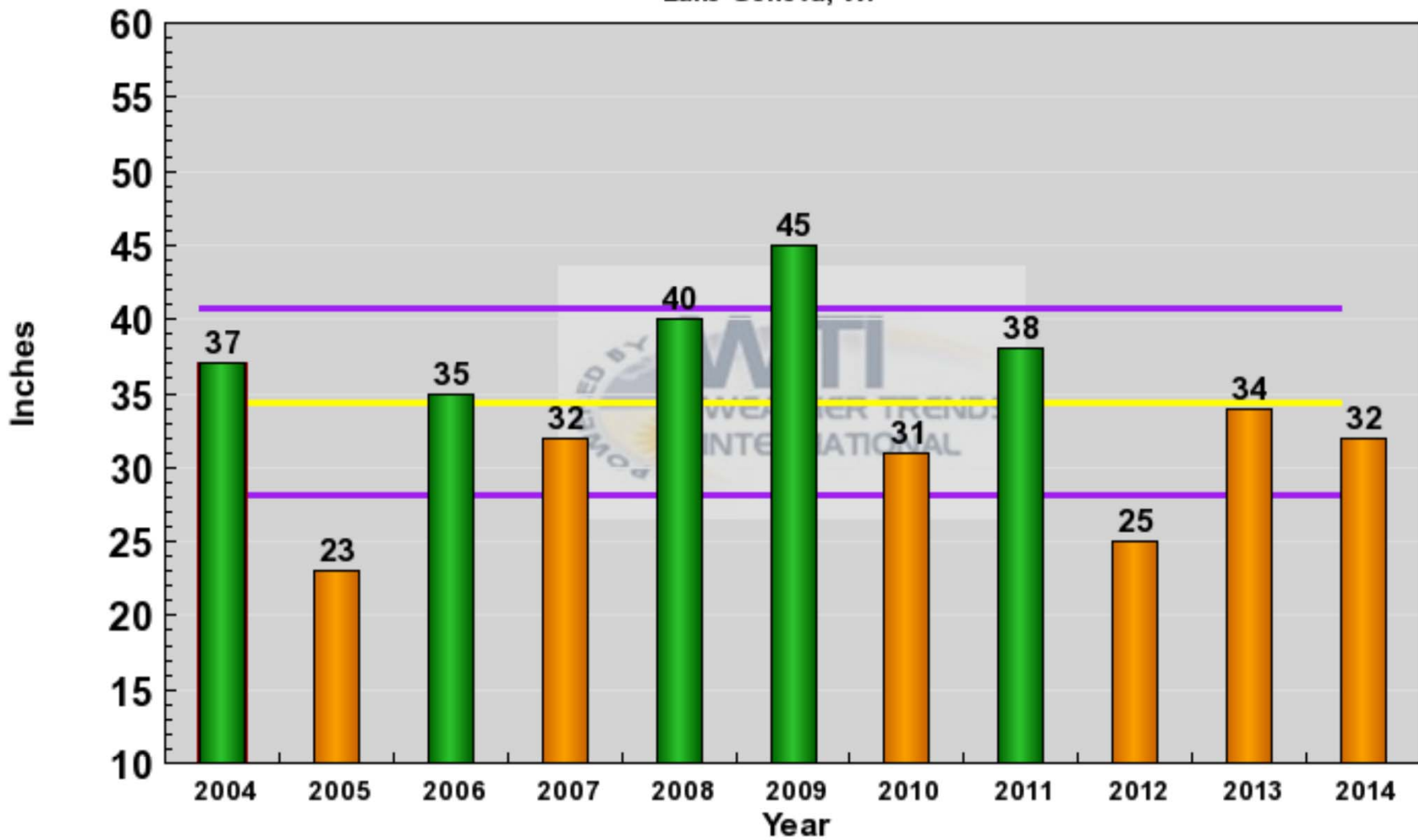
Yearly Playable Rounds

Lake Geneva, WI



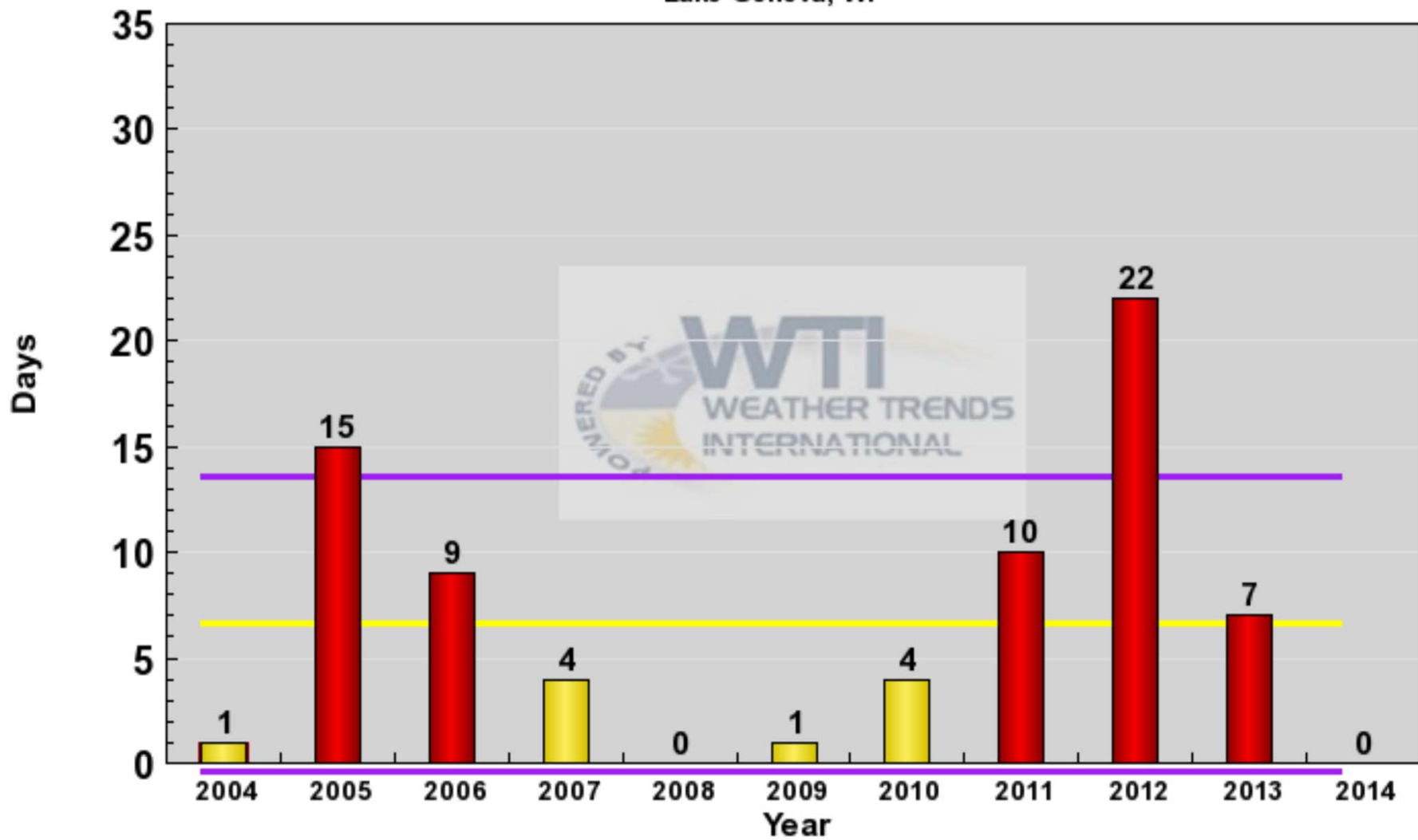
Yearly Total Rainfall

Lake Geneva, WI



Days greater than 90 Degrees

Lake Geneva, WI



SHOW ME

Data Table: 3 Feb - 5 Oct, 2015

Calendar

Julian
 Retail

Units

°F
 °C

Location Type

City
 Region
 Custom Region
 Saved Planner

Date

Start Date (MM/DD/YYYY)

02/03/2015

Increment

Country:
 State:
 Location:

Precip Change
 ● Much Wetter >200%
 ● Wetter 125% - 200%
 ● Similar 75% - 125%
 ● Drier 50% - 75%
 ● Much Drier <50%

Temperature Change
 ● Much Colder <=-5°
 ● Colder -1° to -5°
 ● Similar -1° to +1°
 ● Warmer +1° to +5°
 ● Much Warmer >=5°

✖Appleton, WI

	Feb 09	Feb 16	Feb 23	Mar 02	Mar 09	Mar 16	Mar 23	Mar 30	Apr 06	Apr 13	Apr 20	Apr 27	May 04	May 11	May 18	May 25	Jun 01	Jun 08	Jun 15	Jun 22	Jun 29	Jul 06	Jul 13	Jul 20	Jul 27	Aug 03	Aug 10	Aug 17	Aug 24	Aug 31	Sep 07	Sep 14	Sep 21	Sep 28	Oct 05	
	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015
	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M
	H					H	H	H	H		H	H	H	H			H	H		H												H	H	H	H	
TAvg	13	23	23	22	29	33	40	42	43	47	54	51	51	56	59	63	64	65	66	67	69	71	71	70	75	75	72	73	68	67	67	66	62	59	57	
ΔTAvg	7	15	0	17	11	2	12	13	5	0	16	5	5	1	6	2	-3	-2	4	-1	-2	4	3	6	4	8	3	7	-2	-3	0	11	2	-3	6	
TMax	20	29	31	30	37	42	50	51	52	57	65	61	60	65	68	73	73	74	75	76	78	80	80	80	85	84	81	81	77	76	77	75	71	68	66	
ΔTMax	4	12	-1	18	11	3	15	14	4	1	17	5	9	0	6	0	-5	-2	3	0	-2	4	3	5	4	6	3	5	0	-2	1	11	1	-6	8	
TMin	7	17	16	14	20	24	31	33	35	37	43	41	42	47	50	54	55	56	57	59	60	62	62	61	66	67	63	65	60	58	58	58	53	50	49	
ΔTmin	9	17	2	17	11	1	8	12	6	-1	15	4	2	2	7	5	-2	-2	5	-2	-2	4	2	7	5	11	3	9	-3	-4	-1	10	4	0	5	
Prcp Total	.21	.05	.23	.45	.48	.25	.54	.67	.53	.41	.71	.89	.59	.76	.25	1.1	1.4	.97	.40	1.0	1.1	1.2	1.0	1.4	.72	1.5	.38	.54	1.0	.49	.26	.11	.70	.89	.08	
ΔPrcp	.21	.05	.23	.45	.48	.25	.46	.67	.48	-.05	.59	.87	.42	.55	-.38	1.1	1.0	.54	.40	-1.0	.93	1.2	.82	.94	.72	1.5	.38	.49	.31	.14	-.17	.02	-.02	.89	0	

So What!





Golf Convergence

strategists - ensuring your vision becomes reality

	Base Averages	2009	Variance	2010	Variance	2011	Variance	2012	Variance	2013	Variance
5 Gross Revenue	8,564,328	\$ 9,196,601	632,273	\$ 8,474,224	-90,104	\$ 8,655,846	91,518	\$ 8,506,960	-57,368	\$ 7,988,007	-576,321
6 Playable Days (Weather Trends International)	244	248	4	237	(7)	220	(24)	253	9	248	4
7 Revenue Per Playable Day	\$ 35,234	\$ 37,083	1,849	\$ 35,756	522	\$ 39,345	4,111	\$ 33,624	(1,609)	\$ 32,210	(3,024)
8 Revenue Change that Should Have Been Attributable to Weather			140,935		(246,636)		(845,610)		317,104		140,935
9 Under Performance by Management			N/A		N/A		N/A		(\$374,471)		(\$717,256)
10 Over Performance by Management			\$491,338		\$156,533		\$937,129		N/A		N/A

Enter Gross Revenue in B3, C3 and E3 for the respective

Enter Playable Days from Weather Trends

User inputs in yellow cells



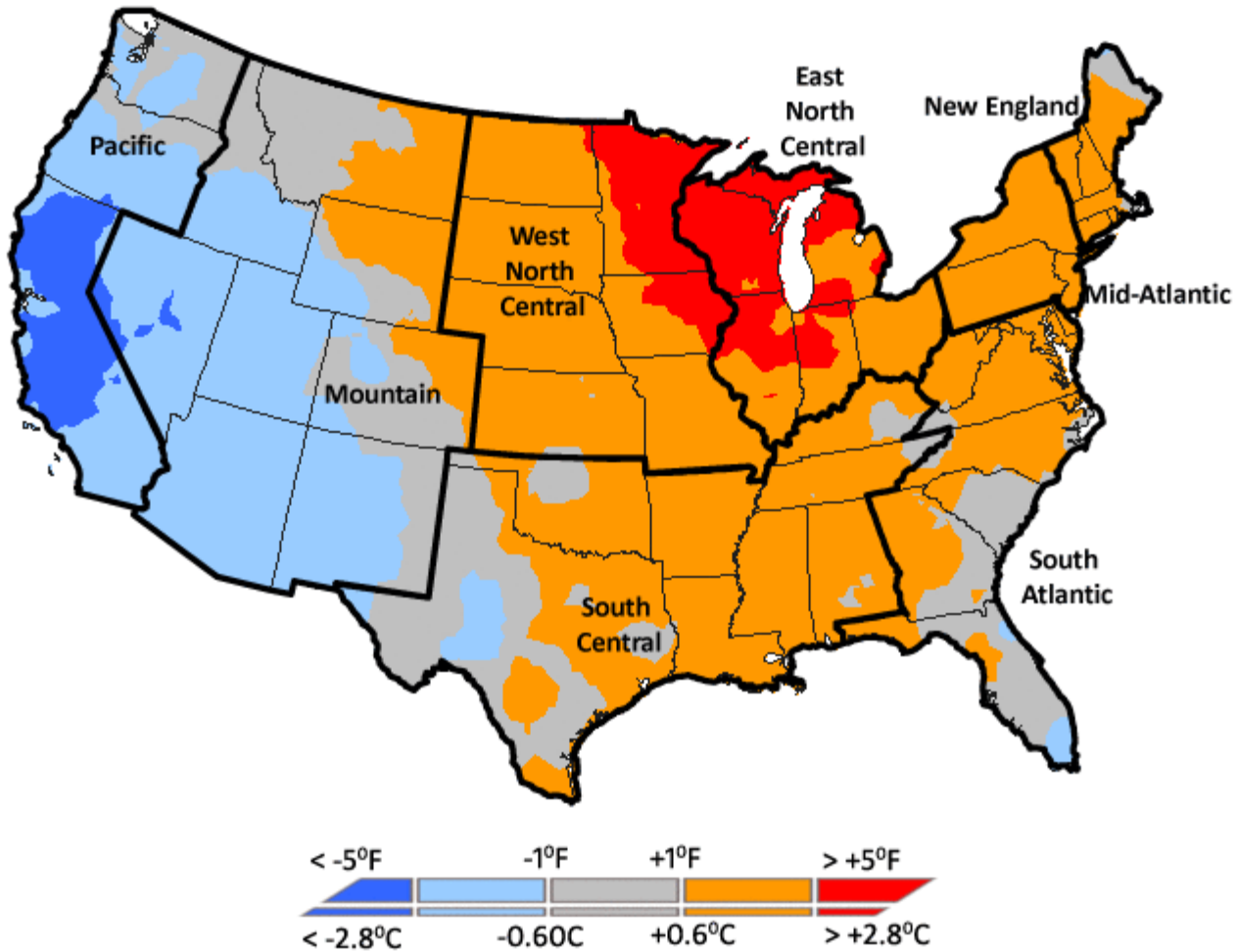
Course	Golf Playable Rounds	Departure From Average	REVPAR	Revenue Exposure
Week 1 (Starting 2014-09-15)				
Arlington Ridge	1,408	-123		
Balcones	1,760	65		
Bay Hill	1,888	122		
Buffalo	1,632	76		
Columbus	1,760	73		
Dallas	1,696	115		
Dublin	1,728	97		
Eagle Landing	1,216	-290		
Eagle Ridge	1,792	313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

2015 Forecast



2015 Year-Ahead Forecast

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

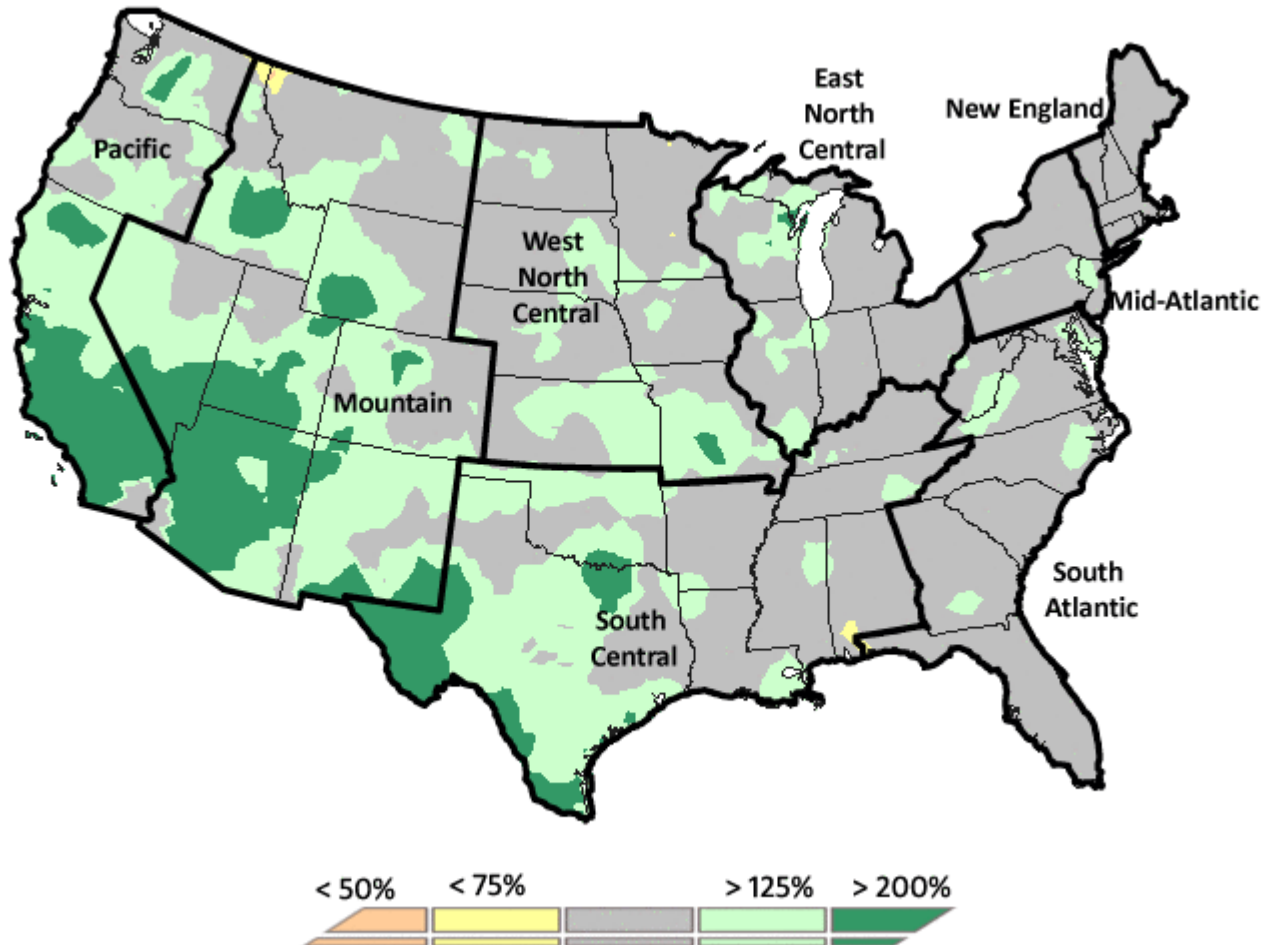


Copyright © 2014 Weather Trends International



2015 Year-Ahead Forecast

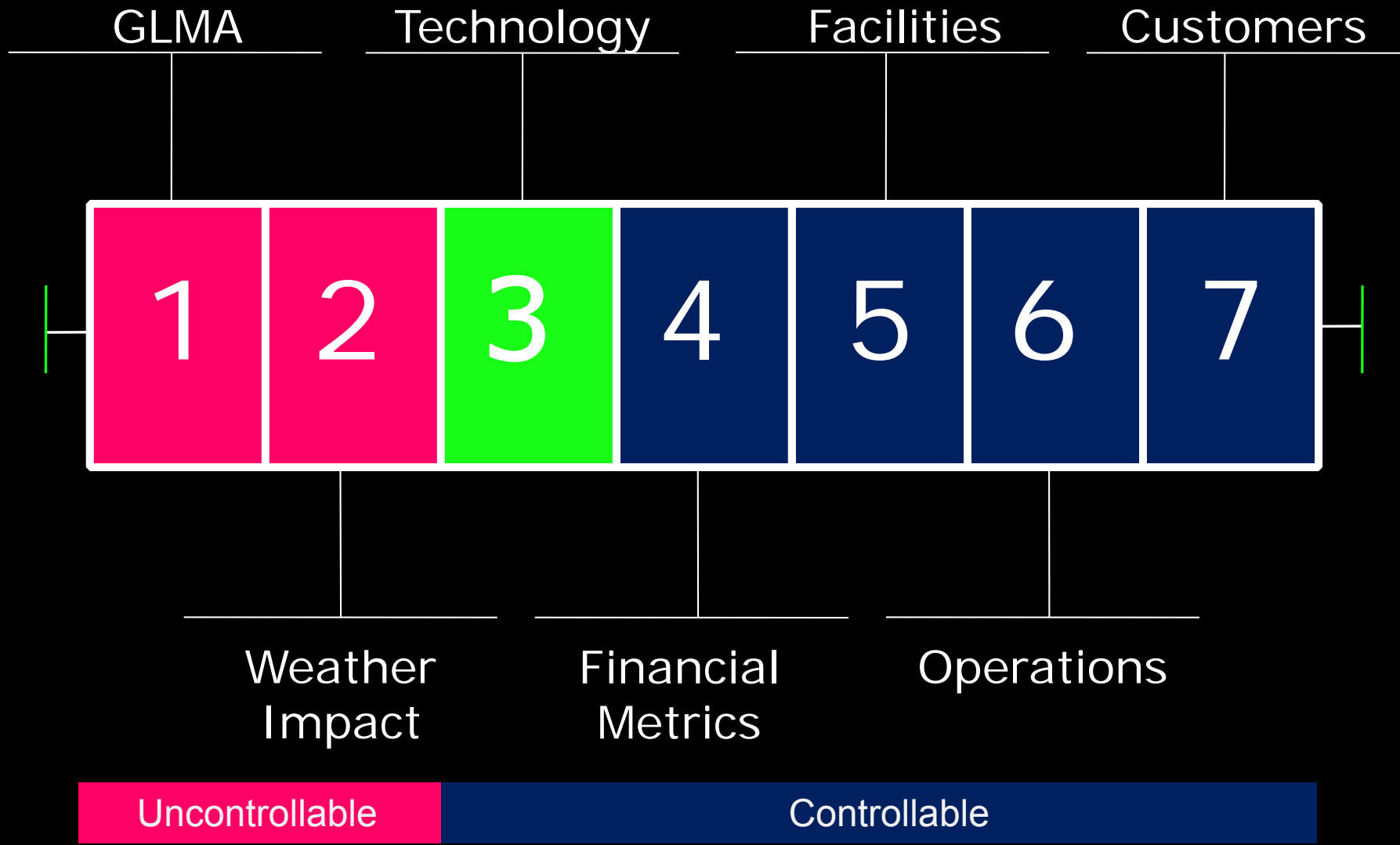
Total Precip Vs Previous Year (01 Jan 2015 - 31 Jul 2015)



Controllable

DID YOU
KNOW



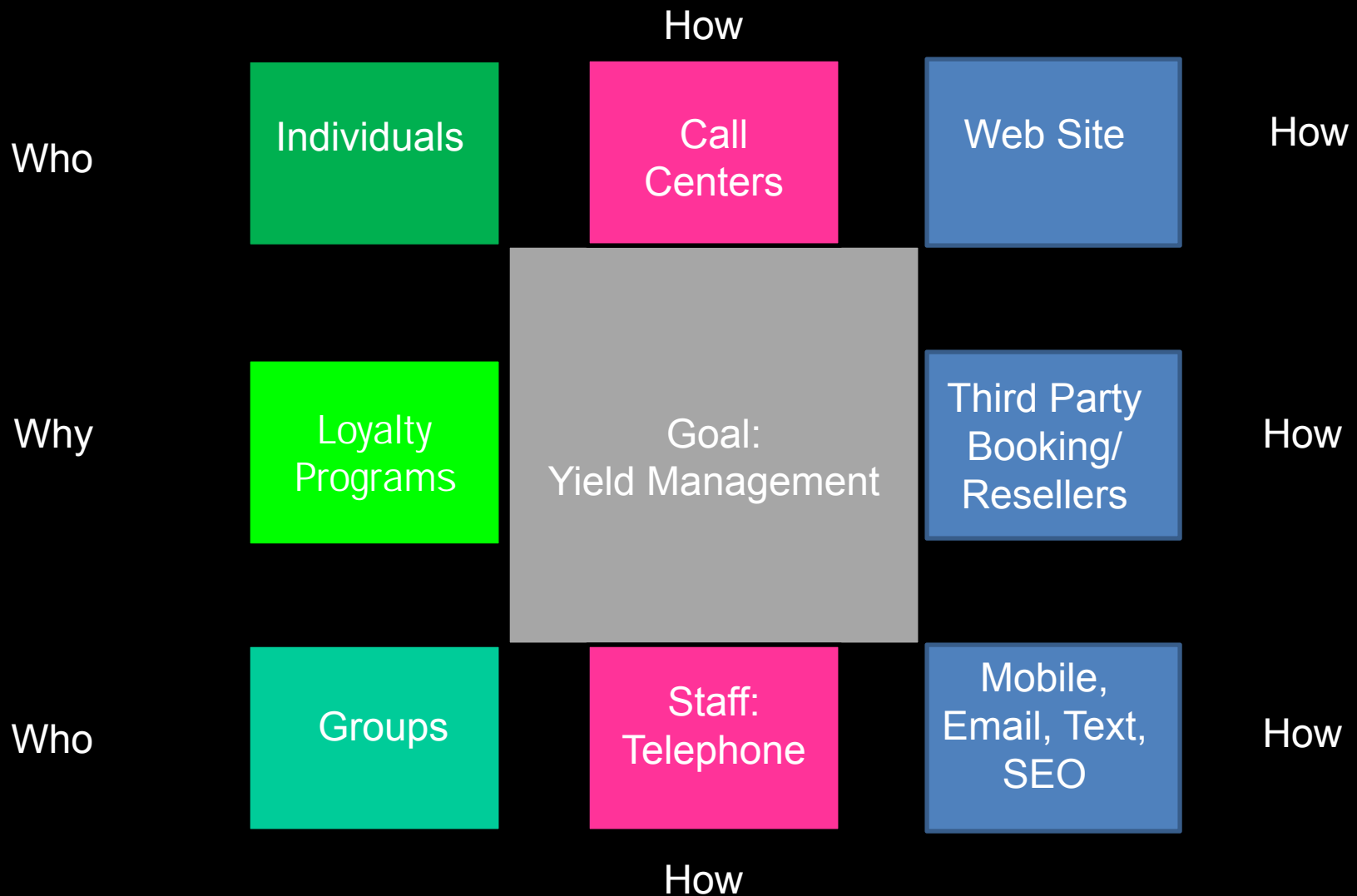


3

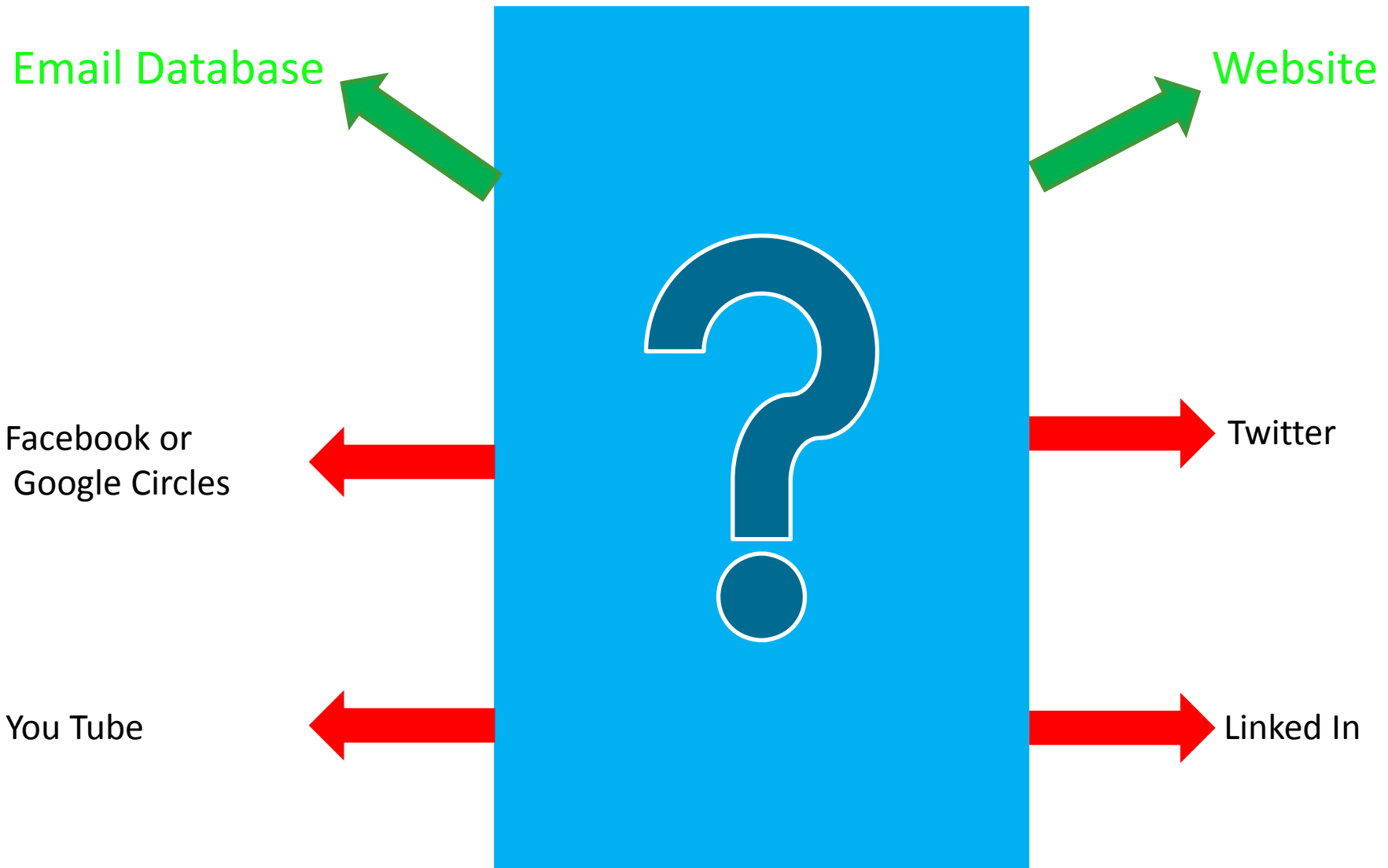
Technology is underutilized by nearly all golf courses. The web site design of 98% of all golf courses is poor; thus yield per round is not optimized.



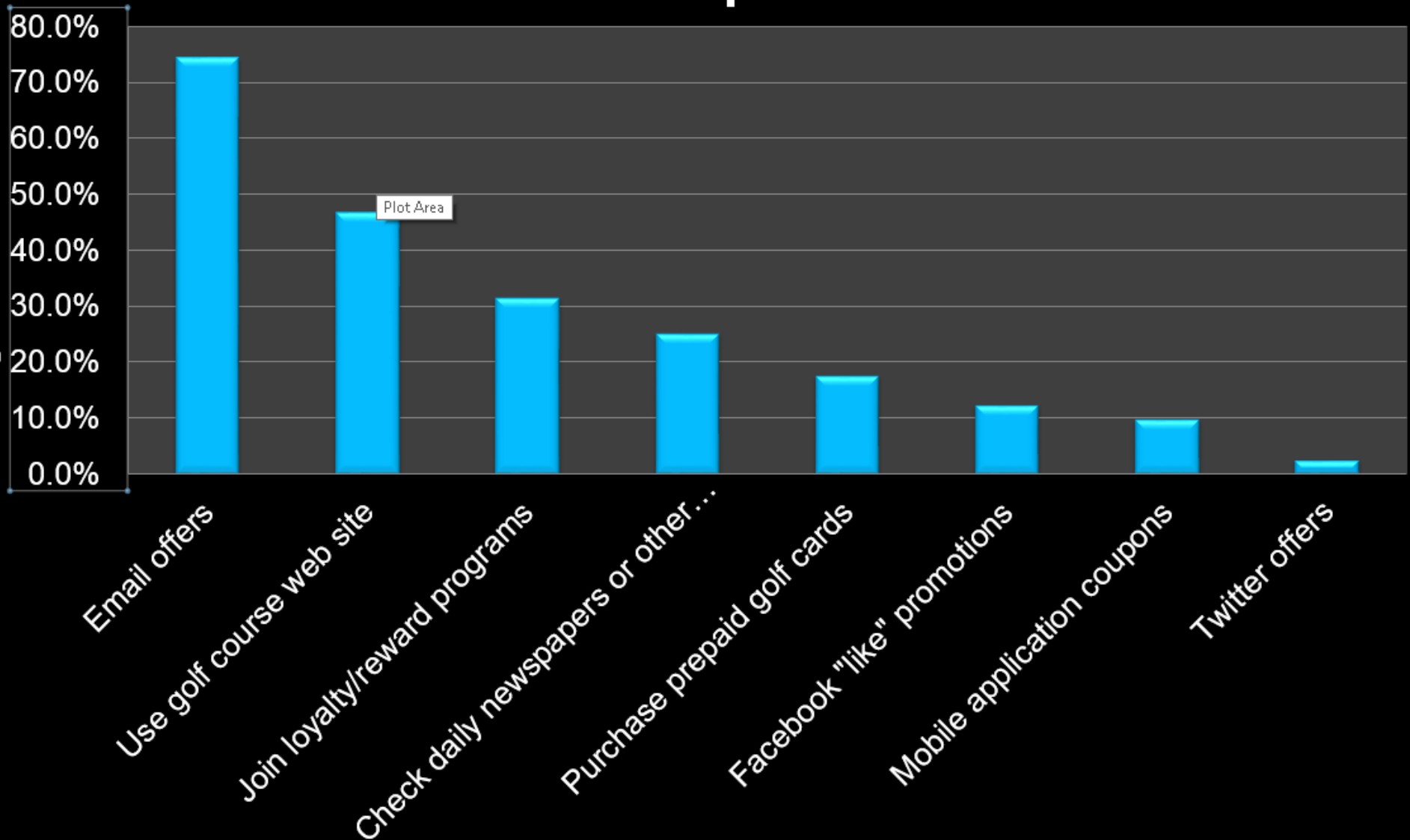
Numerous Channels to Book Revenue



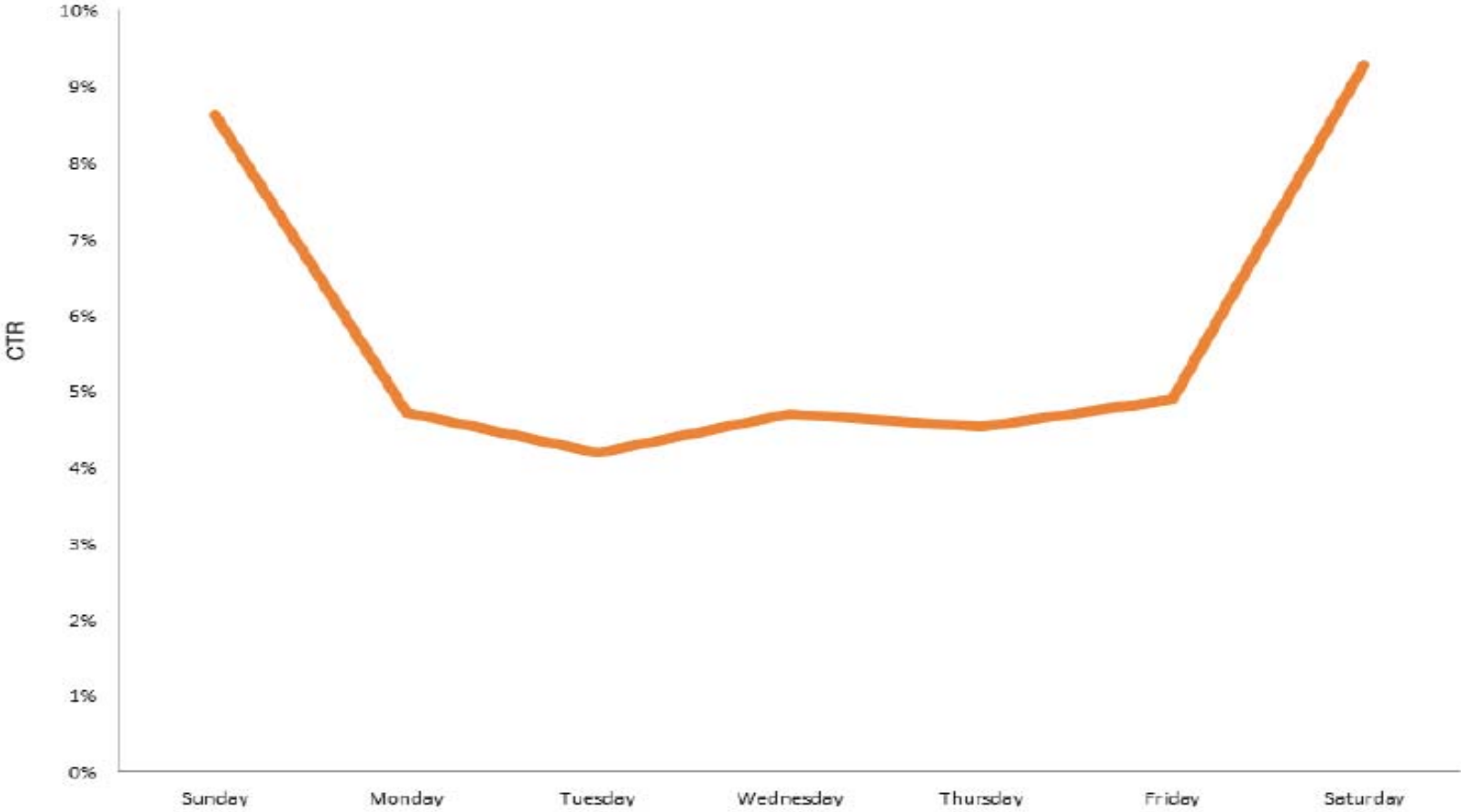
Marketing Options Are Clear



To Learn About the Course & Specials



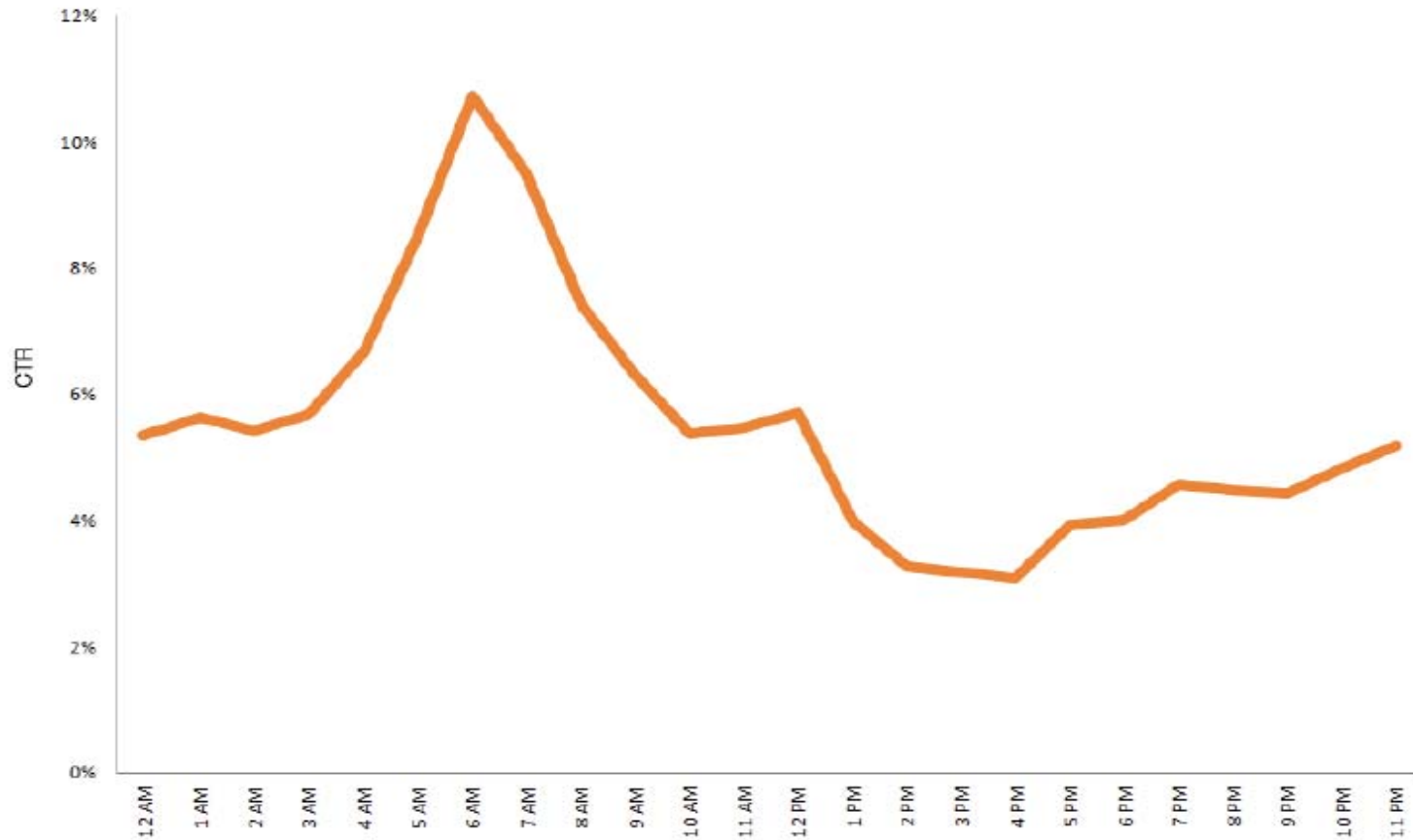
Effect of Day-of-Week on Clickthrough Rate



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



Effect of Time-of-Day on Clickthrough Rate



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

Neshanic Valley Golf Course

TEE TIME BOOKING



Local
Weather




GOLF
THE LEARNING CENTER
CALLAWAY GOLF
PERFORMANCE CENTER
CATERING
LODGING
CONTACT US



News Releases



 SITE MAP

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

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





On-Line Tee Time Reservation

POWERED BY **ACTIVE**

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

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

<h2>Step 1</h2> <p>Create an Account</p>	<h2>Step 2</h2> <p>Book your Tee Times</p>	<h2>Step 3</h2> <p>Manage your Tee Times</p>
<ul style="list-style-type: none"> • 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:


 10:00 AM 


Return Date & Time:

 10:00 AM 


3 Please Select an Age 

 Please Select an Age 

Rental Car Type: 

 Show Me All 

Use my Hertz Gold Plus Rewards Points 

Enter a Discount or Promo Code 

[Book as a Member](#)

[Book as a Guest](#)

Weekend Special
\$14.99 per day
on an Economy or Compact

[Book Now](#)



AAA Members Save Now! [>>](#)



Skip The Lines With Hertz Gold™ [>>](#)



Europe: Upgrade + Save up to \$55 [>>](#)



EXPLORE & PLAN MEETINGS & EVENTS MARRIOTT REWARDS

MY ACCOUNT Sign In

NAME: James

MEMBERSHIP LEVEL: Silver

Enter your password to sign in

SIGN IN

Remember Me - Private Computers Only

What's this?

Not James? Clear remembered user

Forgot password?

My Account Overview

Trip Inspirations

DreamRewards Tracker

Profile

Marriott Rewards Insiders

Marriott Rewards Credit Card

Upcoming Reservations

Rewards Account Activity

Promotion Central

Mobile check-in
Check-in from anywhere
See more big ideas

MARRIOTT

The unexpected bonus
Earn big – really big – with stays worldwide.
Learn more »

Hutchinson Island Mar

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 [input field] Check-out date [input field]

(mm/dd/yy) [calendar icon] (mm/dd/yy) [calendar icon]

No. of rooms [dropdown] Guests/room [dropdown]

1 [dropdown] 1 [dropdown]

Marriott Rewards number
*****600

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

Special Rates & Awards

Hotels by Brand

Advanced search **Find**

Explore cocktails, 50 & more at 7

AUTOGRAPH COLLECTION HOTELS

Each day like no other day

MARRIOTT BEACH RESORT

« **\$50 OFF**
shopmarriott
Home Collection

Marriott
NEWS CENTER

50,000 POINTS
PLUS ANNUAL FREE NIGHT

»

Explore Our Brands

ICONIC LUXURY	LUXURY	LIFESTYLE COLLECTIONS	SIGNATURE	MODERN ESSENTIALS	EXTENDED STAY	DESTINATION ENTERTAINMENT
BVLGARI® HOTELS & RESORTS	JW MARRIOTT.	EDITION™	MARRIOTT	COURTYARD®	Residence Inn™	GAYLORD HOTELS®
THE RITZ-CARLTON®		AUTOGRAPH COLLECTION		SPRINGHILL SUITES®	TownePlace SUITES®	Marriott VACATION CLUB.
THE RITZ-CARLTON DESTINATION CLUB®		RENAISSANCE® HOTELS		FAIRFIELD INN & SUITES®	Marriott EXECUTIVE APARTMENTS®	





Flight | **Hotel** | **Car** | **Vacation**

Round Trip One Way Multiple Destinations

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

Search Nearby Airports
 Find Lower Fare +/- 3 Days

Search Specific Dates My Dates are Flexible

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

Adults: Offer Code (optional):
 1 Children

Cabin:
 Economy

Search By:
 Price Schedule Award Travel

Nonstop Flights Only

[Advanced Search](#)

Children, Country of Purchase...

Customize your trip with
 Travel Options by United 

Cruise Reservations 

MileagePlus UNITED

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



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

MileagePlus UNITED 

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

Confirmation or MileagePlus Number:

Check-in is available within 24 hours of departure

[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.

50% MILEAGE BONUS
 Earn 1.5 miles for each dollar you spend.




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


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

MileagePlus Fitness
 UNITED 

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





Now Offering Best Rate Guarantee



RESERVATIONS 888.427.6678

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



TEE TIME RESERVATIONS

Course:

Date:

Time:

Players:

[Reserve Tee Time](#)

CURRENT PROMOTIONS

PLAY DESERT PINES FOR ONLY

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



A DYE-DESIGNED TASTE OF THE CAROLINAS
CALL 888-427-6678 TO BOOK

EXPERIENCE GOLF
PLAY LAS VEGAS' MOST
UNIQUE GOLF COURSES

Las Vegas Golf Courses

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



Bali Hai Golf Club

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

Rates starting from \$125

[» Enter Paradise](#)



Royal Links Golf Club

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

Rates starting from \$95

[» Play The Soul of Scotland](#)



Desert Pines Golf Club

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

Las Vegas Golf Packages

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

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

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

- ✓ No Booking or Cancellation Fees
- ✓ No Prepayment For Tee Times
- ✓ Lowest Rates, Guaranteed
- ✓ Access to the Best Tee Times
- ✓ Proud Member of the BBB



Comparable Courses

Direct Online Walters Golf

Bali Hai

\$200 - \$500

from \$125





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

Best of Calgary's Golf Courses at GlenEagles

Score Magazine Awards

#1 Courses You Can Play in Calgary - Score 2011

#7 Courses You Can Play in Alberta - Score 2011

Top 100 in Canada - Score 2008

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

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

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

Book a Tee Time

Select Tee Time Range :

After : 7:00 AM ▾

Before : 2:00 PM ▾

Select Desired Date :

Thu, 06-27-2013

I agree to [Terms of Service](#)

Breaking News

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

<http://www.calgarygolfblog.com/golf-course-review-the-links-of-1>



Join Our E-Club

First Name:

Last Name:

Phone:

Email:

Cochrane Resident

Daily Text Specials

Flex Card Info

Junior Academy Info

Ladies Night Info



Thu 11/20/2014 6:26 AM

Website Tracking Daily Email <reports@visistat.com>

VisiStat - Daily Summary (www.golfconvergence.com)

To jkeegan@golfconvergence.com

If there are problems with how this message is displayed, click here to view it in a web browser.

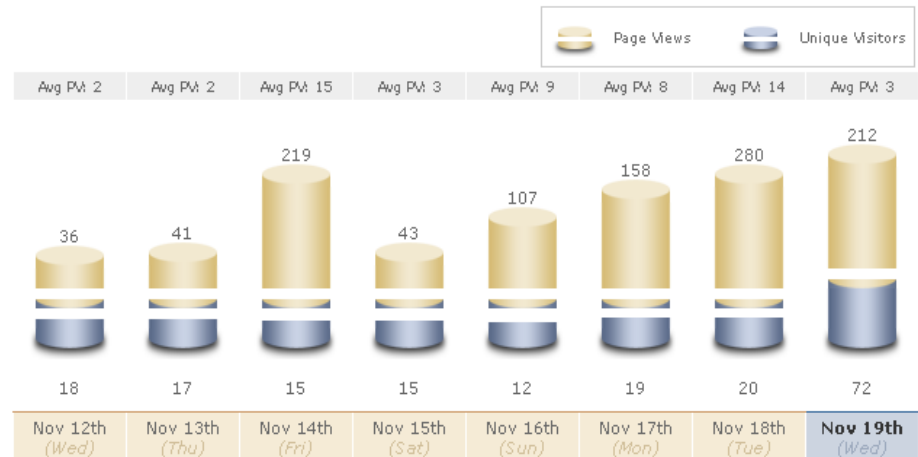


Log-in

Web Analytics Overview for www.golfconvergence.com (November 19th, 2014)

To adjust your analytic email reporting, Log into your account and visit the Settings area.

Website Visitor Activity: Rolling Week At-A-Glance



Popular Pages

Page Name	Views
-----------	-------



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

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

Learning Center *i*

Admin Live Leads Orientation:

Sign out of LinkedIn ses Apply Filters ⁰

[Hide] **Illinois State University**

Date/Time: Nov 19th, 2014 (9:23am)

Source: <http://hosted-p0.vresp.com/724985/a23b28824c/ARCHIVE> (Via AdCaM Campaign '11NW)

Location: Normal, Illinois (United States)

1 IP Identity: [EMAIL_ADDRESS] - (138.87.61.138) New Visitor - This is their first visit to your Website.

Landing Page: /online-store-learning/product/76-golf-convergence-business-...

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

Engagement:

Page Views: 1

Last Activity: **On-line Now**

Past Visits: 0

Score: calculating

[Hide] **Local Government Information Systems**

Date/Time: Nov 19th, 2014 (9:12am)

Source: Google: Not Provided ⁰

Location: Minneapolis, Minnesota (United States)

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

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

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

Engagement:

Page Views: 8

Last Activity: **13 Minutes Ago**


























Past Visits: 1

Score: 50

LeadTicker@

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

September 24 2014 Go

	Visit Time	IP Address/Identity	Views	Bounce	Fraud	Convert	Detail
1.	6:30:58pm		2				
2.	6:02:14pm		4				
3.	5:13:35pm		1				
4.	5:09:57pm		3				
5.	3:48:21pm		8				
6.	2:43:47pm		1				
7.	10:08:45am		1				
8.	9:13:28am		1				
9.	8:57:33am		1				
10.	8:52:06am		1				
11.	8:27:15am		1				
12.	8:01:54am		2				
13.	7:45:33am		1				
14.	7:21:15am		5				
15.	7:15:04am		3				
16.	7:04:16am		3				
17.	7:00:15am		2				

View dynamic conversions that resulted from this Ad Campaign: [Conversion Detail](#)





8:30 am

BAG DROP | Spanish Moss CC

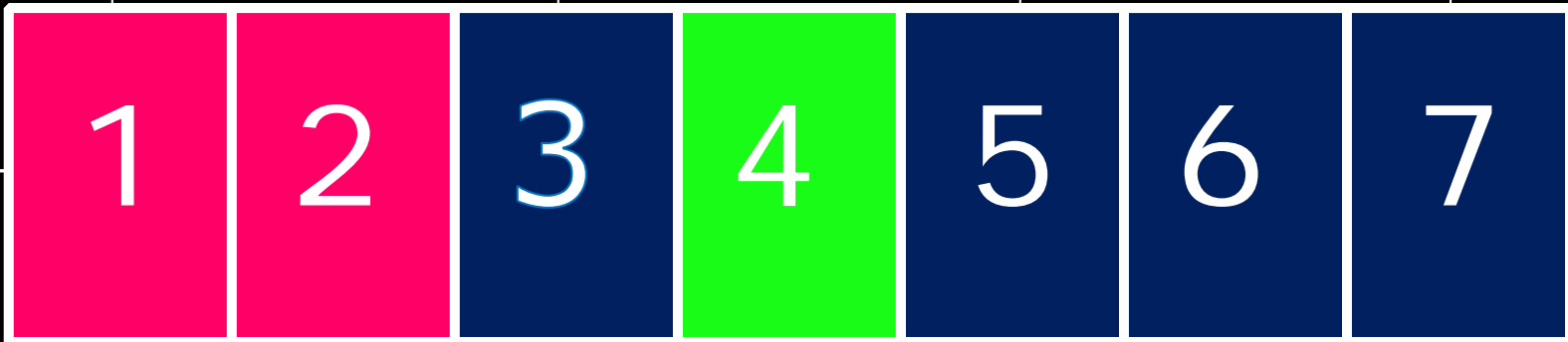


GLMA

Technology

Facilities

Customers



Weather
Impact

Financial
Metrics

Operations

Uncontrollable

Controllable



4

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



Financial Performance

Municipal Golf Courses vs. Daily Fee

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



PerformanceTrak At-a-Glance - September 2014

September 2014 Highlights	September 2014¹	September 2013¹	Change	% Change
Mean (Average) Rounds Played - September	2,502	2,564	↓	-2.4%
Mean (Average) Days Open - September	27.8	28.1	↓	-1.1%
YTD September 2014 Highlights				
Mean (Average) Rounds Played - YTD	19,566	19,850	↓	-1.4%
Mean (Average) Days Open - YTD	203.7	208.8	↓	-2.4%
September 2014 Median Gross Revenue Per Facility²				
Median Golf Fee Revenue - September	\$77,775	\$79,749	↓	-2.5%
Median Merchandise Revenue - September	\$15,387	\$15,229	↑	1.0%
Median Food & Beverage Revenue - September	\$53,386	\$54,848	↓	-2.7%
Median Total Revenue - September ⁴	\$201,208	\$201,965	↓	-0.4%
YTD September 2014 Median Gross Revenue Per Facility²				
Median Golf Fee Revenue - YTD	\$634,242	\$637,203	↓	-0.5%
Median Merchandise Revenue - YTD	\$122,386	\$122,603	↓	-0.2%
Median Food & Beverage Revenue - YTD	\$410,420	\$395,043	↑	3.9%
Median Total Revenue - YTD ⁴	\$1,896,610	\$1,874,817	↑	1.3%
Performance Factor³				
	Index			
September 2014	98.6			
YTD September 2014	101.0			

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

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

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

⁴ Total facility revenue is comprised of Golf, Merchandise and F&B revenue (those metrics measured by PerformanceTrak) and further includes any and all other revenue items at a facility including dues and membership fees.

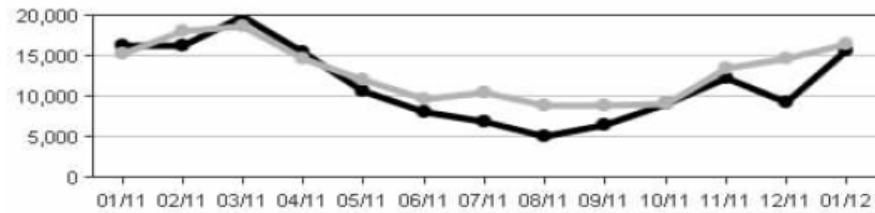


Period: 01/2012 - 01/2011
 CGM: Florida: Southeast
 Rate Set: \$76 - \$125
 Facility: Your Facility Name

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

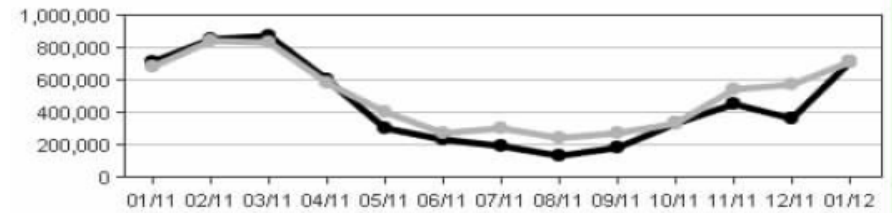
Rounds Played

	January			YTD		
	2012	2011	Change (%)	2012	2011	Change (%)
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	



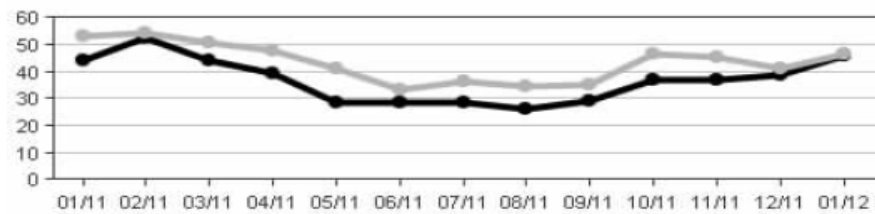
Revenue

	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	



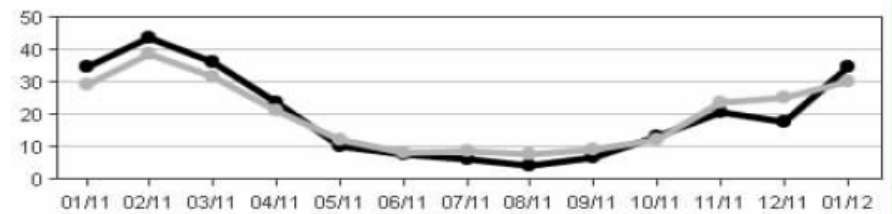
RevPur (Revenue per Utilized Rounds)

	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	

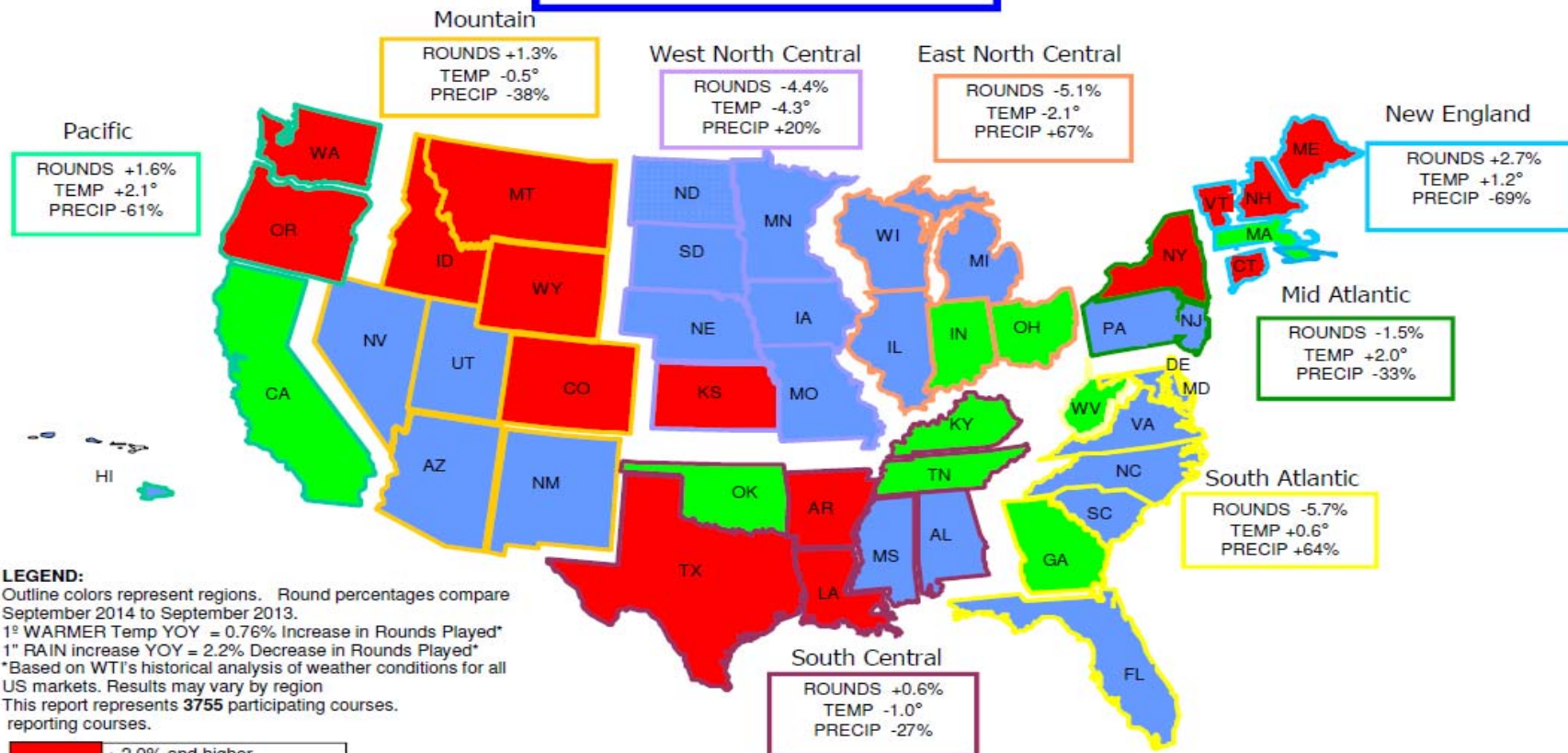


Notes:
 1. YTD figures include results only for those facilities that have reported for all periods.



NATIONAL GOLF ROUNDS PLAYED REPORT

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



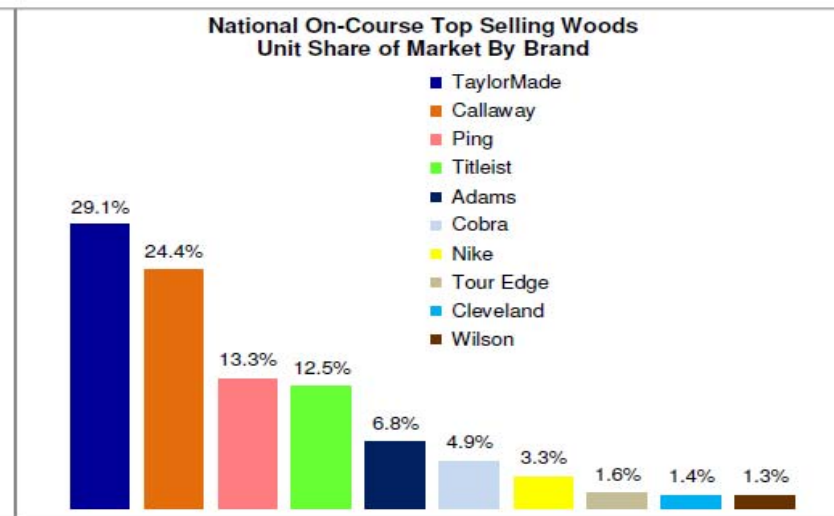
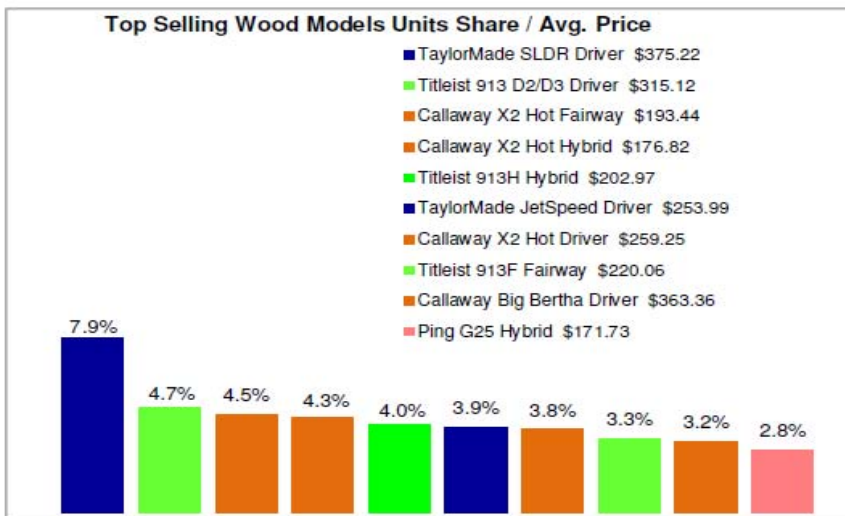
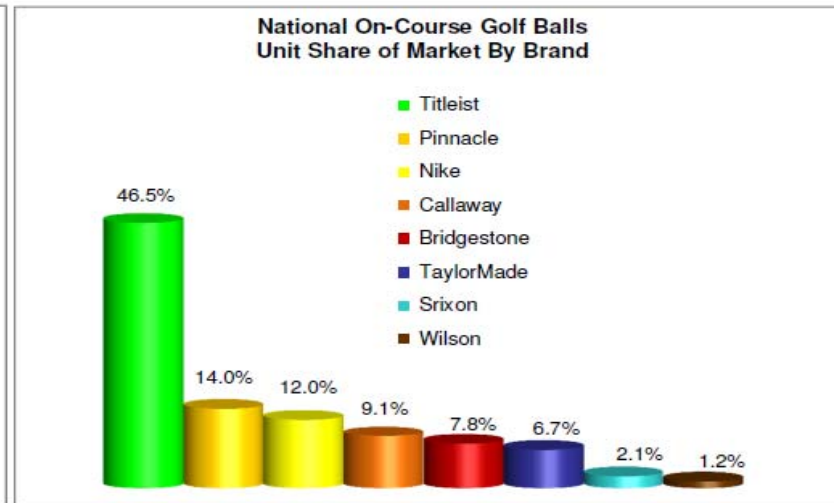
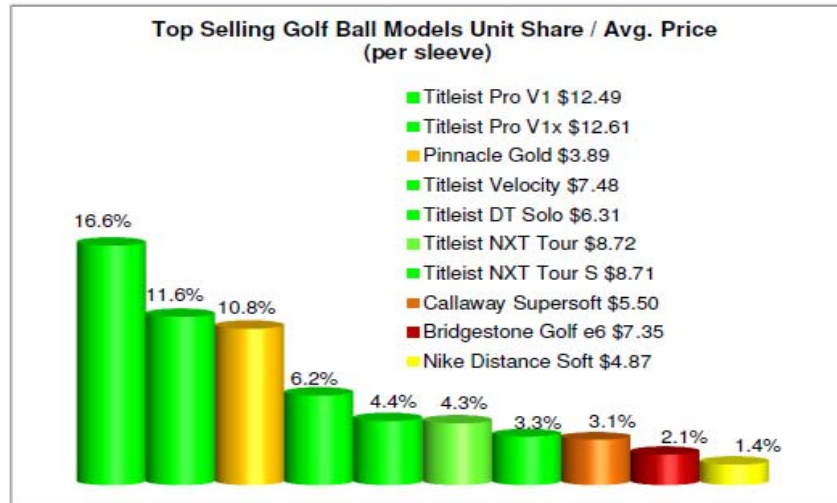
LEGEND:
 Outline colors represent regions. Round percentages compare September 2014 to September 2013.
 1° WARMER Temp YOY = 0.76% Increase in Rounds Played*
 1" RAIN increase YOY = 2.2% Decrease in Rounds Played*
 *Based on WTI's historical analysis of weather conditions for all US markets. Results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

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



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

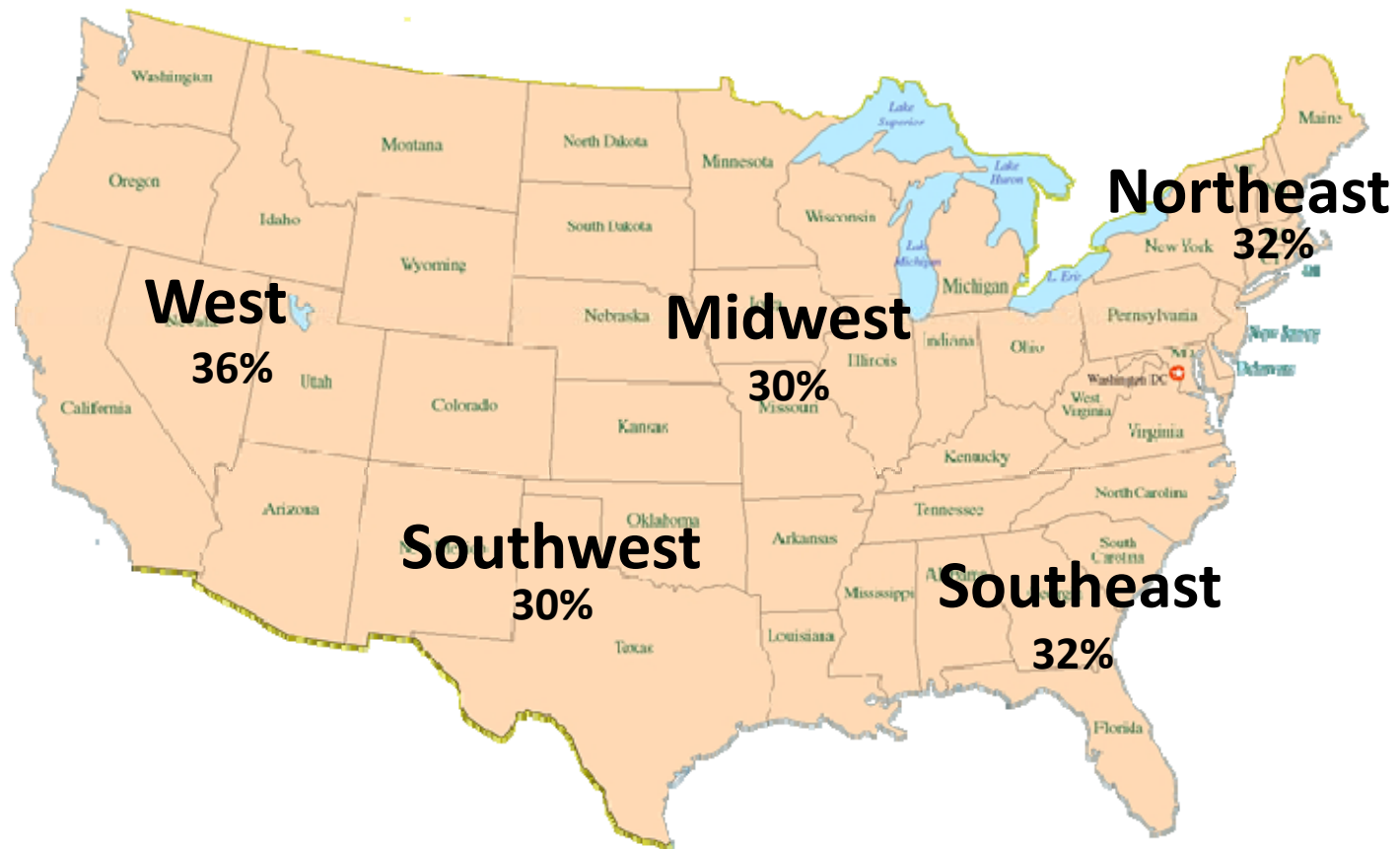
June, 2014





PARTICIPATION • KNOWLEDGE • SUCCESS

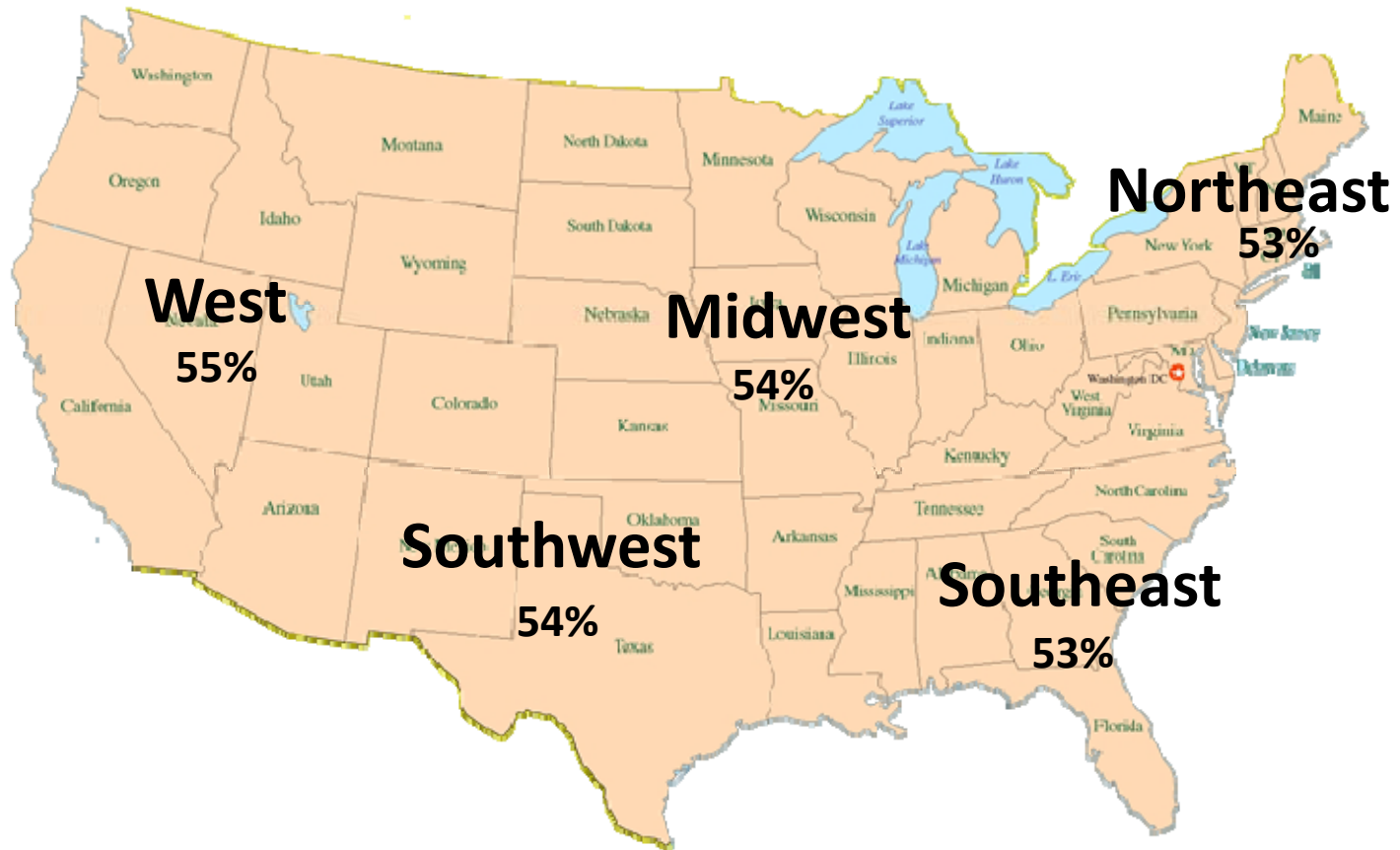
**Course Maintenance as a Percentage of Available Cash
National 31%**

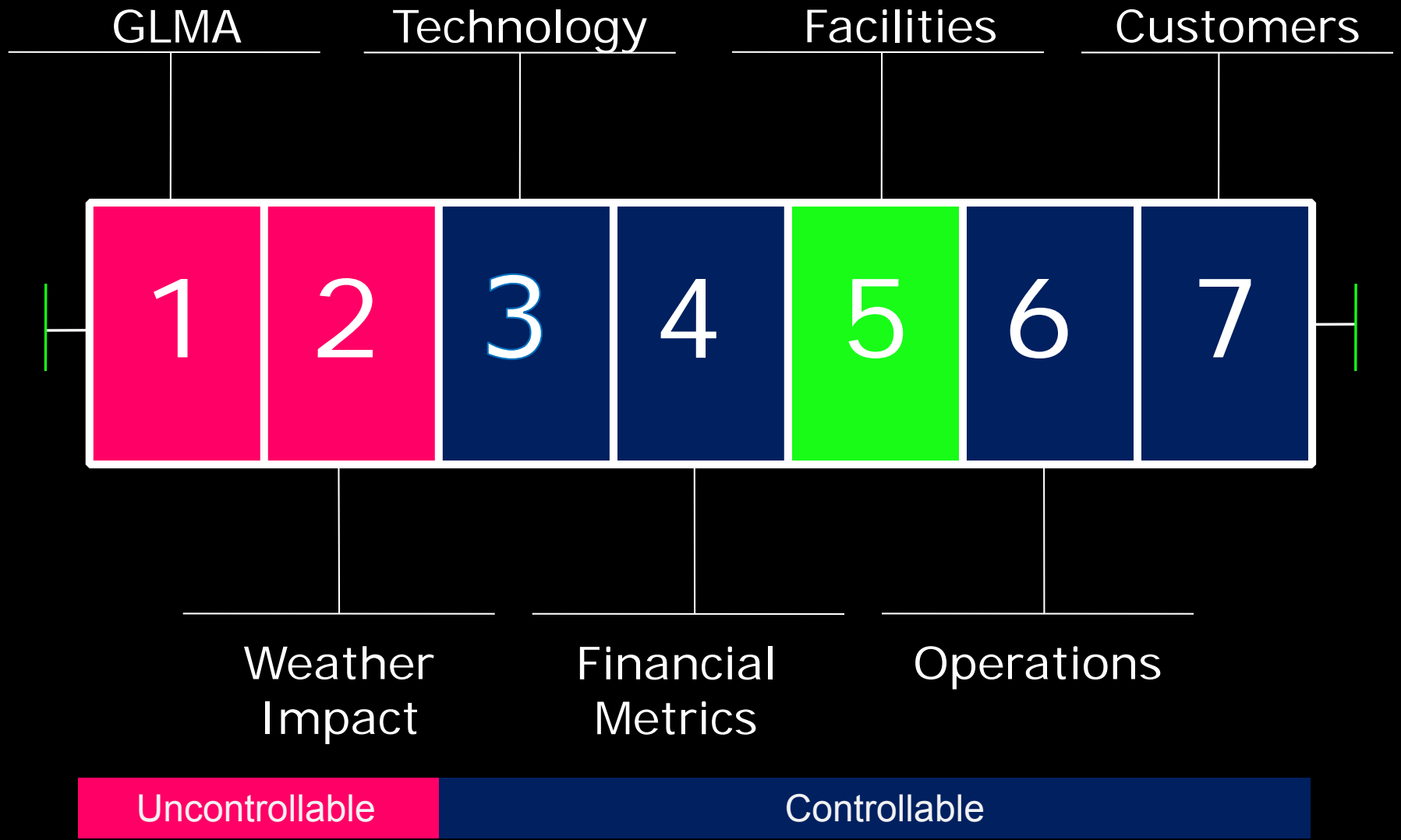




PARTICIPATION • KNOWLEDGE • SUCCESS

Payroll as a Percentage of Operating Revenue National 54%





5

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



Microsoft Office Ribbon: FILE, HOME, INSERT, PAGE LAYOUT, FORMULAS, DATA, REVIEW, VIEW, ADD-INS, ACROBAT. Includes font settings (Calibri, 26), alignment options, and a 'Check Cell' button.

H21

Golf Course - Estimated Deferred Capital Expenditures: Conservative Approach								
Golf Course Name:				Based on Maximum Life	Input Field	Automatic Calculation		
Component		Years Minimum	Years Maximum	Estimated Cost to Replace	Years Since Asset Replaced			Annual Capital Reserve
Greens	Sand based root-zone	15	30	\$ 1,250,000	25	\$	1,041,667	\$ 41,667
Sand Bunkers	Total Bunkers	10	15	\$ 975,000	15	\$	975,000	\$ 65,000
Irrigation System	Controls and Satellites	15	20	\$ 175,000	3	\$	26,250	\$ 8,750
	Pipe and Wire	15	25	\$ 500,000	27	\$	500,000	\$ 20,000
	Pumping Systems	15	25	\$ 425,000	27	\$	425,000	\$ 17,000
	Sprinklers	10	15	\$ 150,000	27	\$	150,000	\$ 10,000
Tees	Re-Turf	15	20	\$ 225,000	27	\$	225,000	\$ 11,250
Drainage		20	30	\$ 870,000	27	\$	783,000	\$ 29,000
Water Features	Front Nine Liners (estimate)	25	35	\$ 65,000	8	\$	14,857	\$ 1,857
	Back Nine Liners (estimate)	25	35	\$ 80,000	3	\$	6,857	\$ 2,286
Cart Paths	Asphalt (6-8 feet wide)	15	25	\$ 625,000	25	\$	625,000	\$ 25,000
Fairways	Re-Turf as needed	15	30	1,500,000		\$	-	\$ 50,000
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 <i>strategists - ensuring your vision becomes reality</i>						
Season Length - Weeks/Mont	34	8				
Task	Daily	Monthly	Yearly	Hours Per Task	Total Hours	
Administration	Record Keeping	7			1	238.00
Bunkers	Rake	7			20	4,760.00
Cart Paths	Cart Paths	7			20	4,760.00
Clubhouse	Clubhouse Grounds	7			5	1,190.00
Course	Ck. Irrigation	5			10	1,700.00
Course	Irrigation Repairs	3			16	1,632.00
Course	Trimming	5			16	2,720.00
Course	Overseed/Topdress Areas	3			5	510.00
Course	Fungicides		8		5	320.00
Course	Herbicides		8		8	512.00
Course	Insecticides		6		8	384.00
Cutting	Greens					0.00
Cutting	30" Collar					0.00
Cutting	Tees	5			8	1,360.00
Cutting	Fairways		2		8	128.00
Cutting	First Cut			1	32	32.00
Cutting	Roughs	7			8	1,904.00
Cutting	Native Areas	7			4	952.00
Cutting	Aprons	7			4	952.00
Cutting	Driving Range		5		8	320.00
Cutting	Verticut Greens Bi-Weekly					0.00
Equipment	Cleaning			2	200	400.00
Equipment	Maintenance			2	150	300.00
Greens	Pins			1	225	225.00
Greens	Ball Marks					0.00
Greens	Topdress Green 2X Month		2		6	96.00
Greens	Rolling Greens					0.00
Greens	Brushing Greens					0.00
Maintenance	Soil Testing					0.00
Maintenance	Aerification					0.00
Maintenance	Fertilization					0.00
Ponds	Ponds					0.00
Shop	Cleaning					0.00
Shop	Maintenance					0.00
Shop	Gardens					0.00
Task	Daily	Monthly	Annually		Total Hours	
Tees	3X Markers					0.00
Tees	Overseed Tees					0.00
Tees	Topdress Tees					0.00
Training	Training					0.00
Trees	Trees/Ornamental					0.00
Total Man Hours Required						25,395.00

To complete:

B1
C1
C3 - F45

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

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

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

Page 1



GLMA

Technology

Facilities

Customers



Weather
Impact

Financial
Metrics

Operations

Uncontrollable

Controllable



6

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

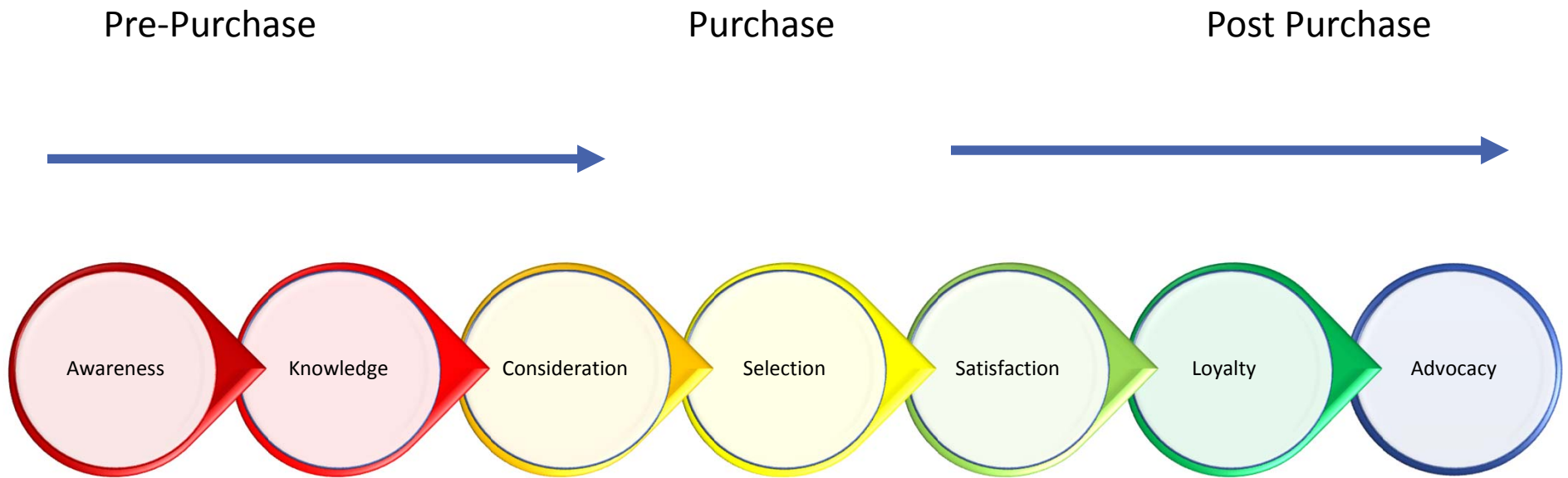


The Assembly Line of Golf

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



Creating a Sustaining Brand



Drivers The Influence Customer Loyalty

- ✓ Word of Mouth
- ✓ Email Communication
- ✓ Corporate Web Site
- ✓ Social Media

- ✓ Condition
- ✓ Course Layout
- ✓ Price
- ✓ Brand Image

- ✓ Customer Experience
- ✓ Compliant Resolution
- ✓ Customer Surveys
- ✓ Staff Interaction



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54%

YOUR GOLF COURSE SCORE, AS A PERCENTAGE.

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

Step 1 - Reservations

Description

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

Cover

Registration

Secret Shopper





Golf Convergence

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\$124.30

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

Select

Course Type

Municipal

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

Step 1 - Slope

Description

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

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

Step 2 - Strategy

Description

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

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

Cover

Registration

Value







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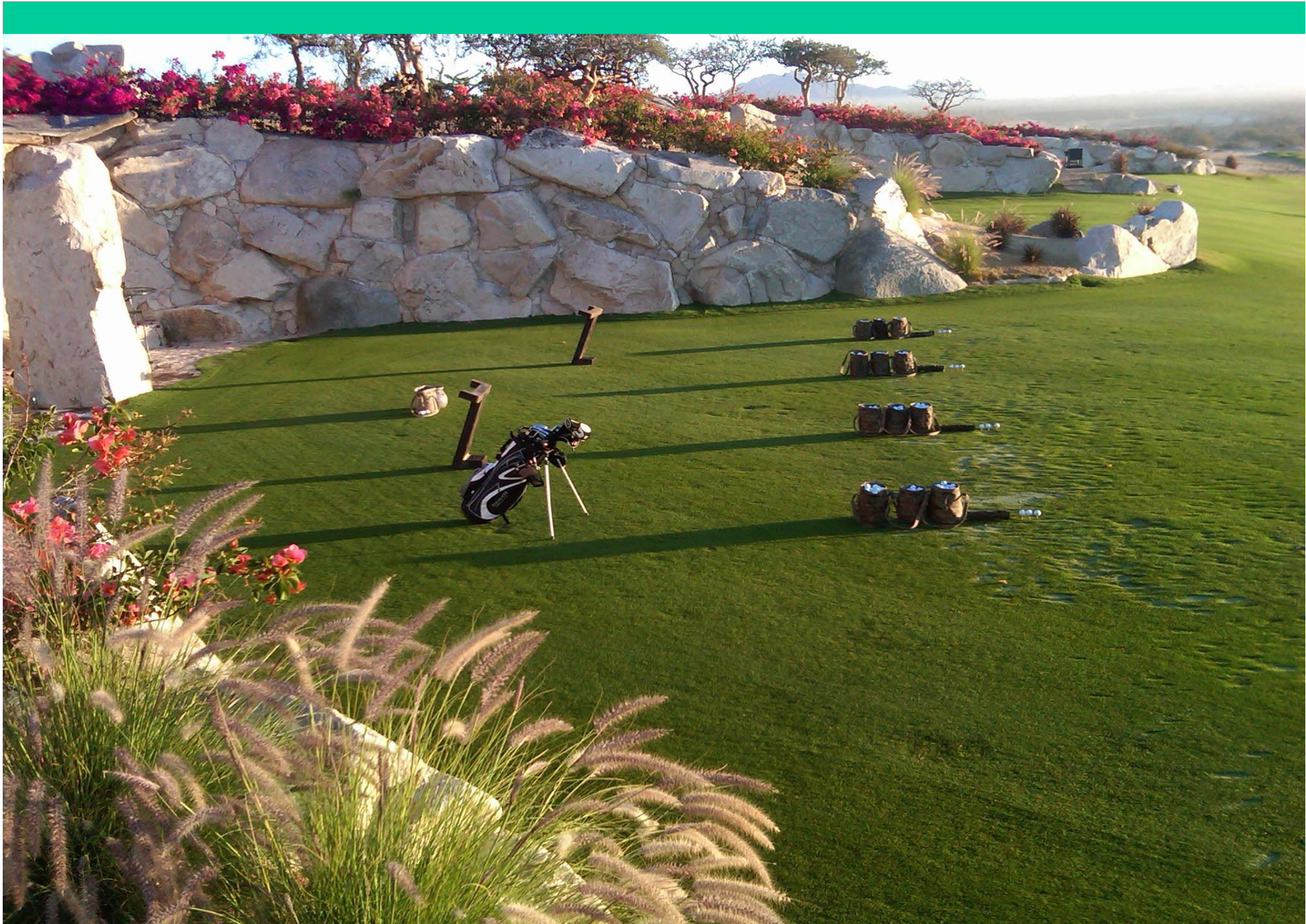


















HAESLEY STYLE



0:00:03 / 0:03:55



GLMA

Technology

Facilities

Customers



Weather
Impact

Financial
Metrics

Operations

Uncontrollable

Controllable



7

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



The Question That Measures Loyalty

Based on your playing experience over the last 24 months, how likely is it that you would recommend the following courses to a friend, colleague, or family member. (Rate your likelihood to recommend on a scale of 0 to 10 with “10” being “Extremely Likely” and “0” being “Not At All Likely.” If you did not play a course please indicate by checking "N/A.")

The Calculation (Fred Reichheld)

10 + 9 – 6 -5- 4- 3- 2- 1- 0



DID YOU
KNOW

Your Take Aways



Your Take – Aways

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

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

Lesson #3 – 10 Year Playable Day Reports and 11 Month Forecasts. [Weather Trends](#)

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

Lesson #5 - Do you know the financial results of your competitors? [Benchmark](#)

Lesson #6 - Avoiding the Death Spiral? [Invest and budget capital reserves](#)

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

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



So, what does it all mean?



DID YOU
KNOW

FAD



F

A

D



FOCUS

A

D



Focus Action



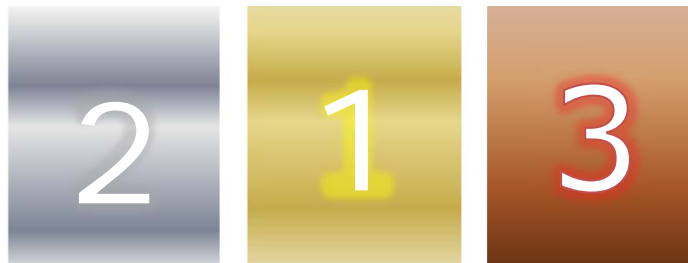
F Focus

A Action

D Decision



What's Important Now



Got Any



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



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