

[Career Center](#) | [NRPA Connect](#) | [Store](#) | [Blog](#) | [Market with NRPA](#) | [Field Guide](#)

[Profile](#)

[Login](#)

[Donate](#)



Search

What are you looking for?

[Go](#)

[About](#) | [Membership](#) | [Grants & Partners](#) | [Advocacy](#) | [Professional Development](#) | [Research](#) | [Tools & Resources](#) | [In The News](#)

**NRPA 2015**  
ANNUAL CONFERENCE  
GREAT IDEAS START HERE

**REGISTER NOW**

**SEPTEMBER 15-17 | LAS VEGAS, NEVADA**

**Education, Networking and Great Products**

Join 7,000 other park and recreation professionals for inspirational education sessions, energetic networking activities and an inside look at amazing products.

1 2 3 4

**IMPACTING COMMUNITIES THROUGH**



**CONSERVATION**



**SOCIAL EQUITY**

# Session 280

# The Winning Playbook

# For Golf Courses

September 16, 2015



# J. J. KEEGAN: MY PASSION

## CREATE VALUE FOR GOLFERS

### ON A FOUNDATION THAT OPTIMIZES THE FINANCIAL PERFORMANCE OF A GOLF COURSE.

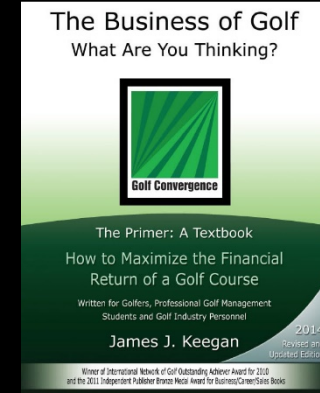
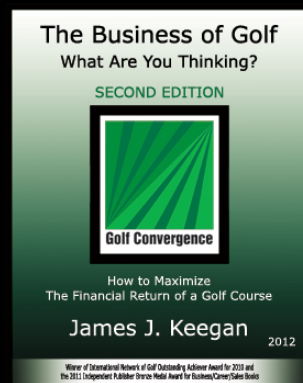


- ◆ Golf Strategist – 11 years including 7 months as GM operating golf course for client.
  - Recent Client Engagements: Cities of Arlington, Litchfield, Louisville, Cog Hill Golf and Country Club, Kokanee Springs, MacDonald Island Park, Minneapolis Park Board, Play Golf Calgary, Round Rock, Talking 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





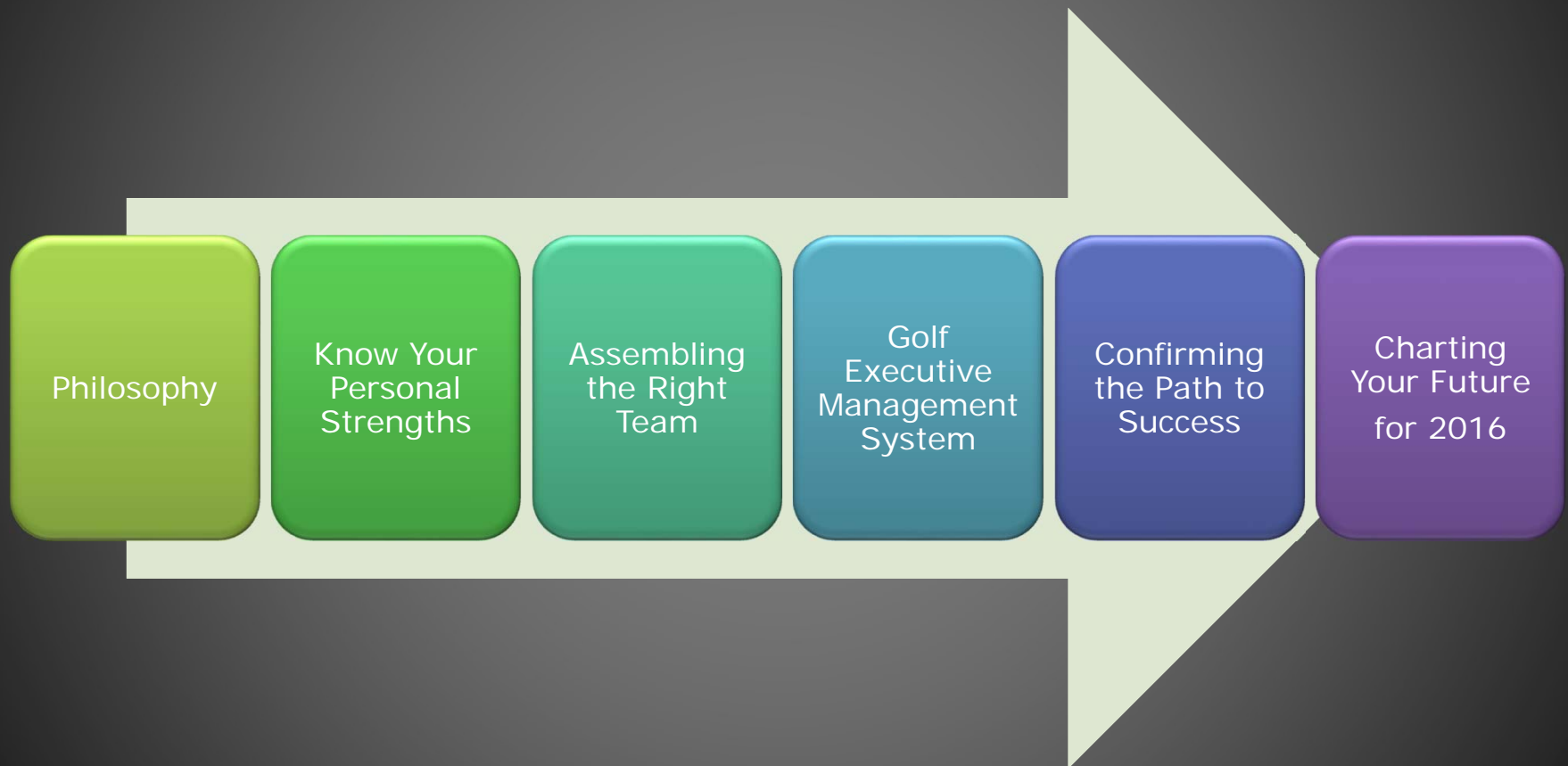
# DID YOU KNOW

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



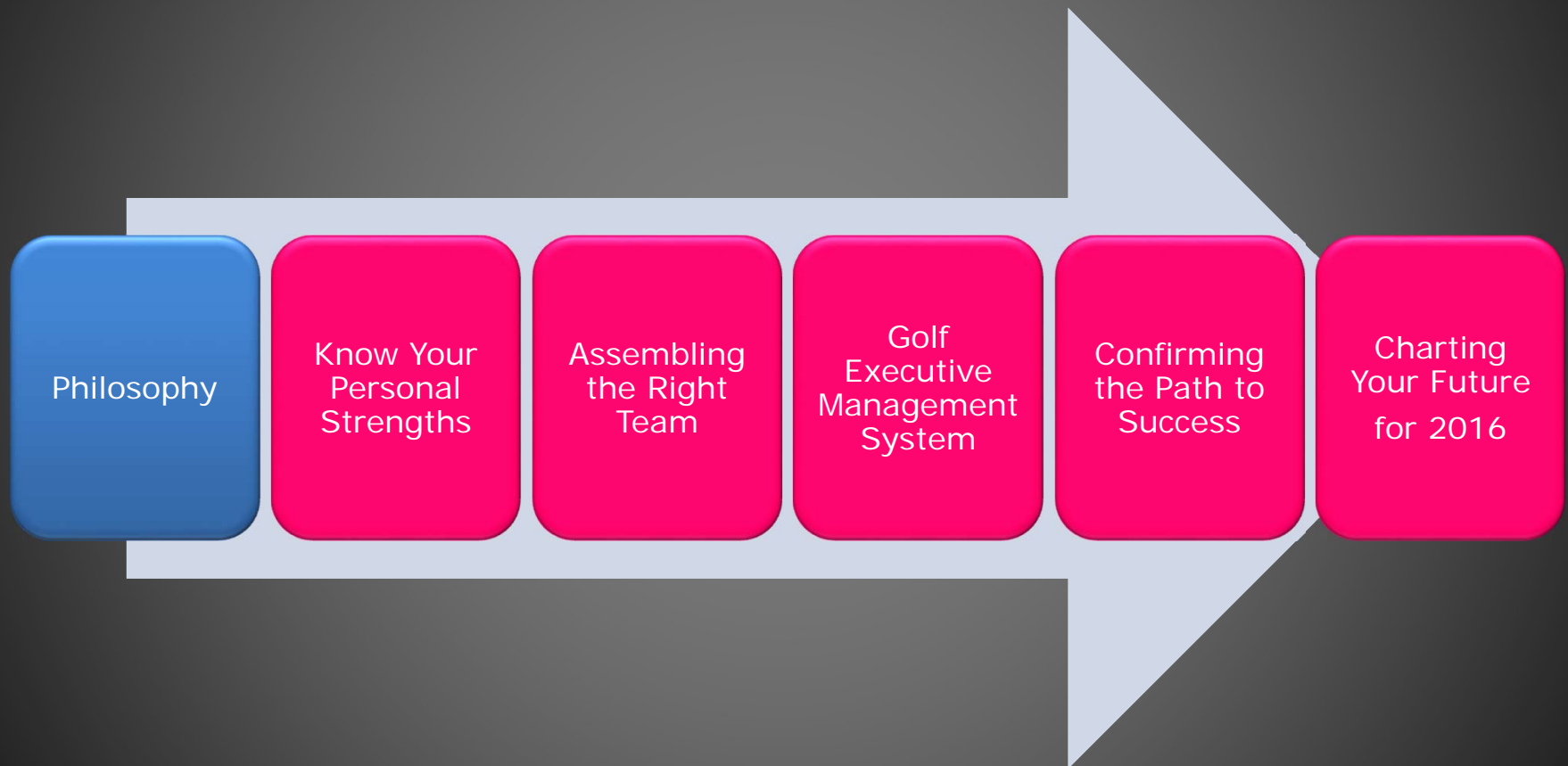
# Here Is What We Are Going To Achieve Today:

Provide You the Winning Playbook for Golf Courses

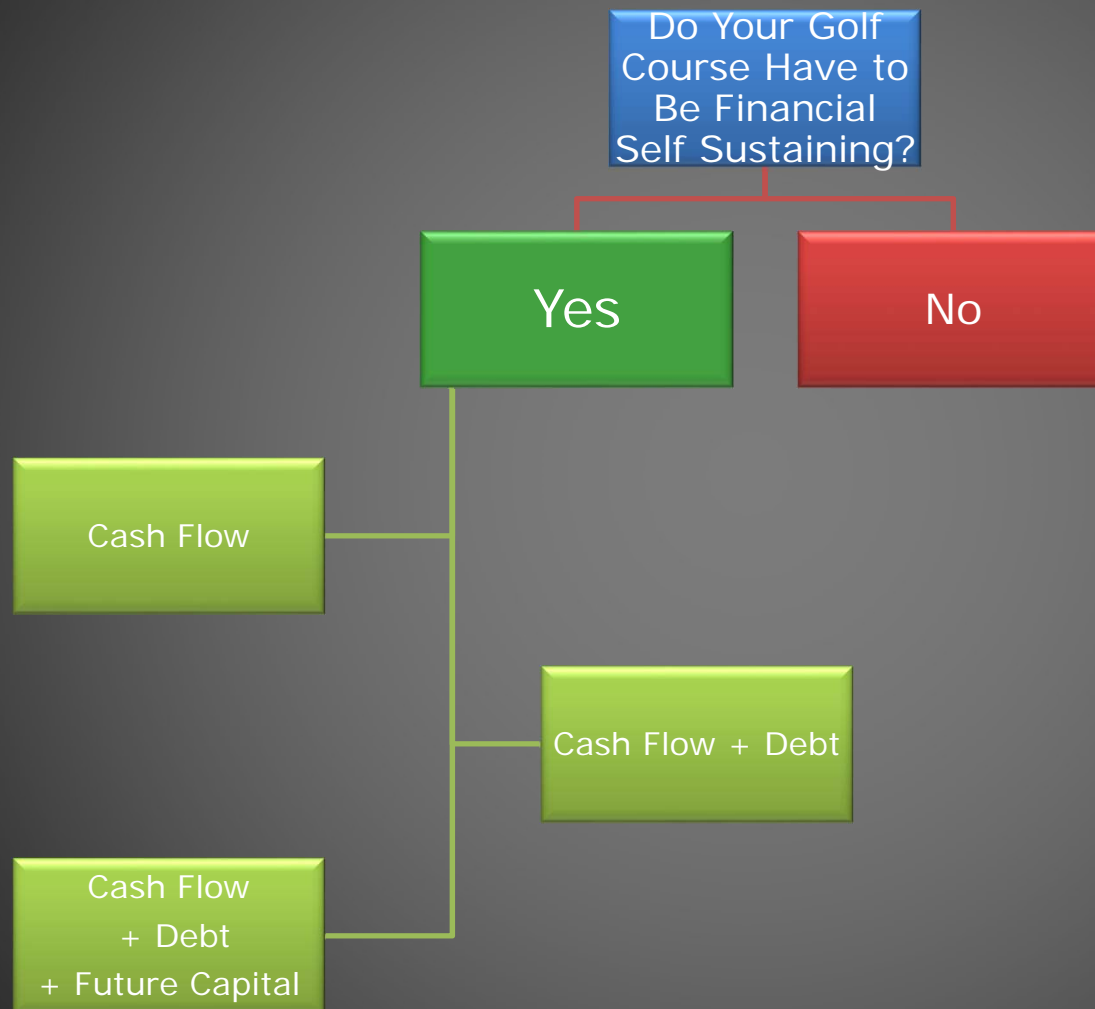


# Here Is What We Are Going To Achieve Today:

Provide You the Winning Playbook for Golf Courses



# The Path Has Many Forks



# Fact 1



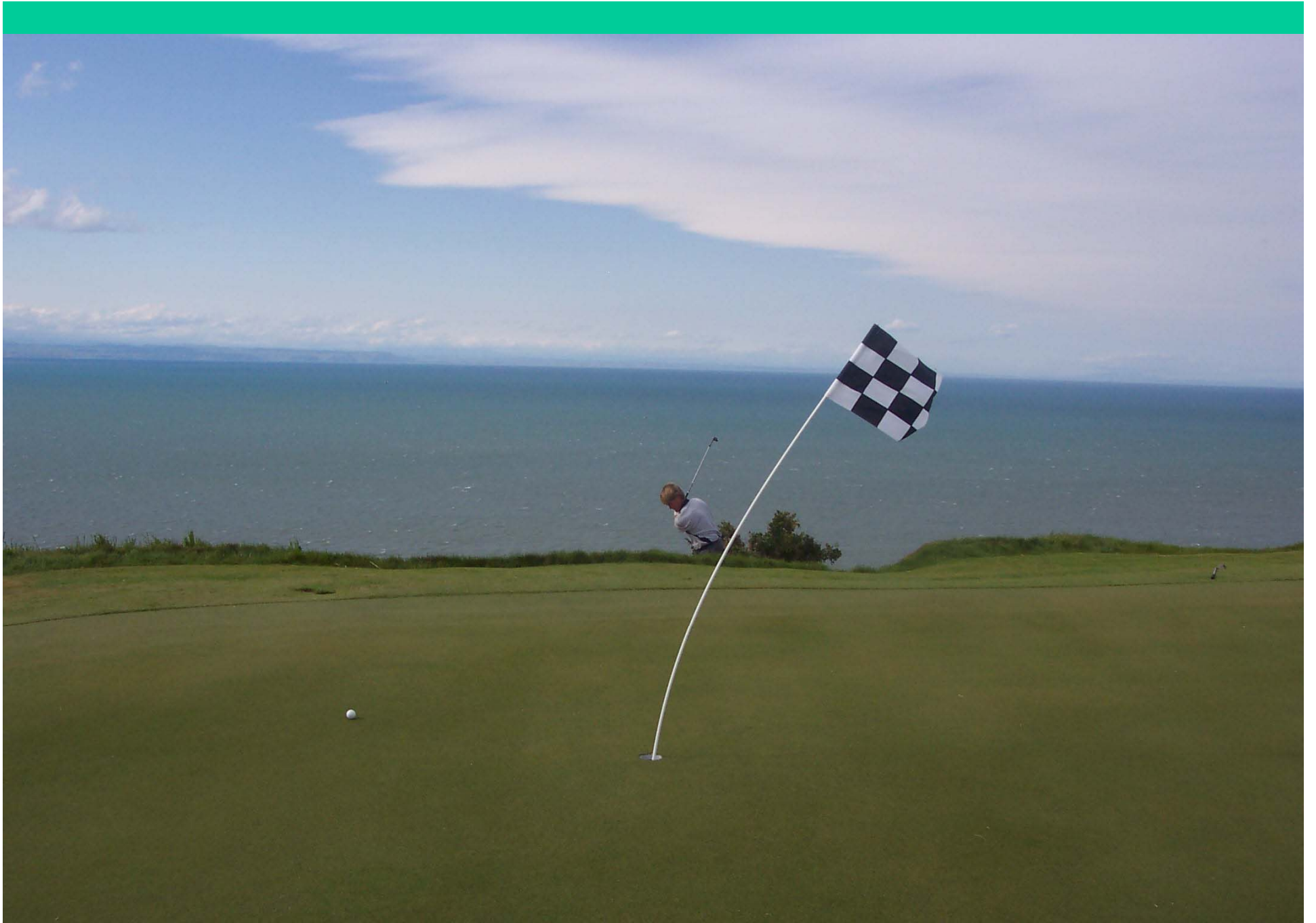
The basic business model  
for golf courses is **flawed**.

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

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

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





# 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







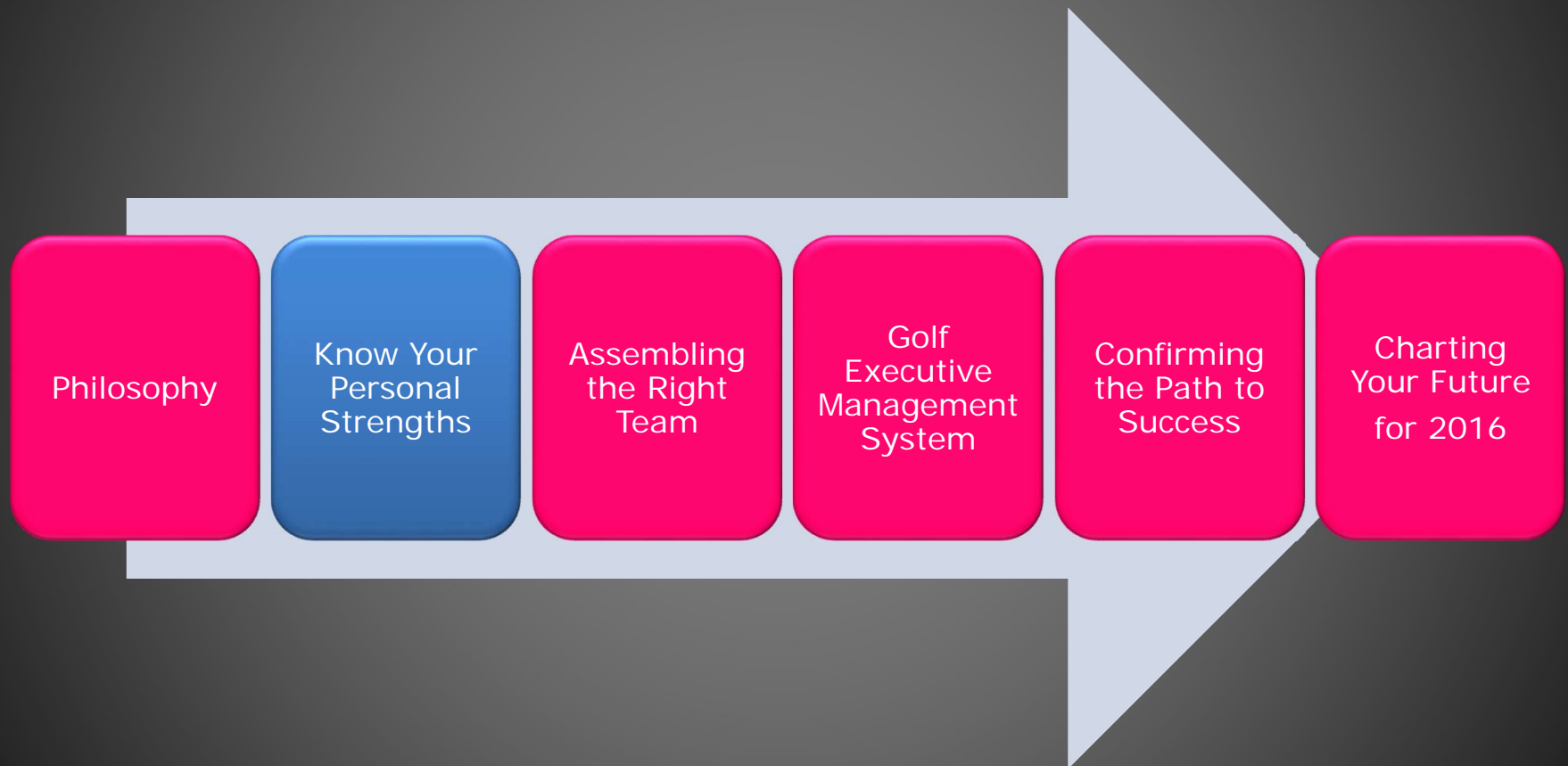
“In the beginner's mind there are many possibilities, in the expert's mind there are few.”

—Shunryu Suzuki



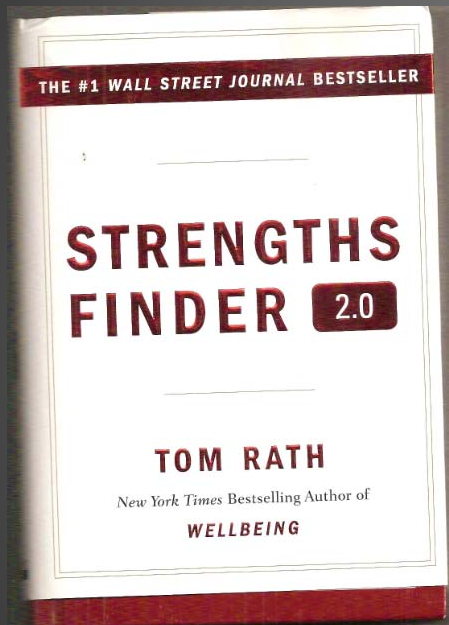
# Here Is What We Are Going To Achieve Today:

Provide You the Winning Playbook for Golf Courses





# 33 Primary Strengths



LEARNER

ACHIEVER

FOCUS

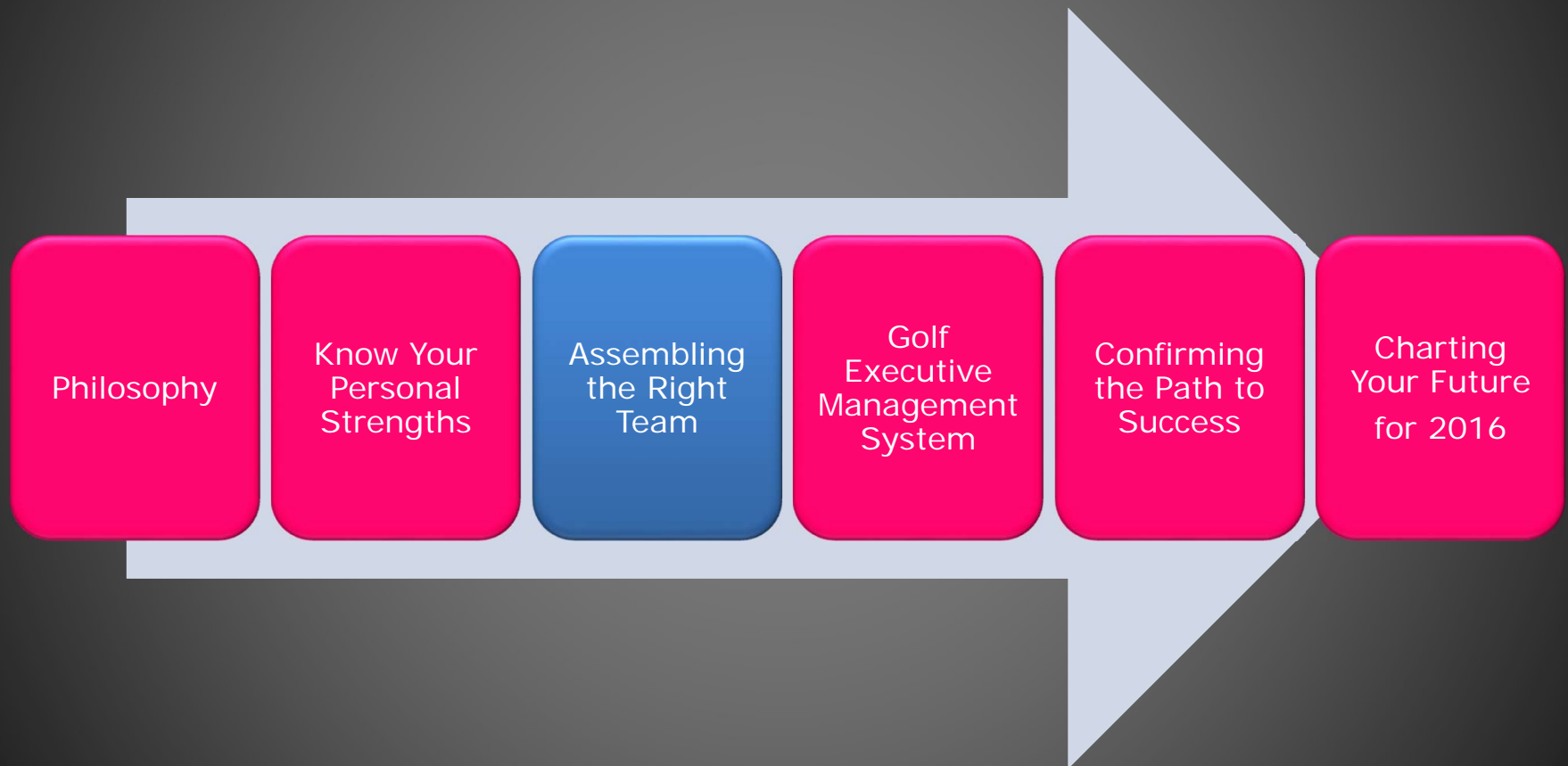
STRATEGIC

ANALYTICAL



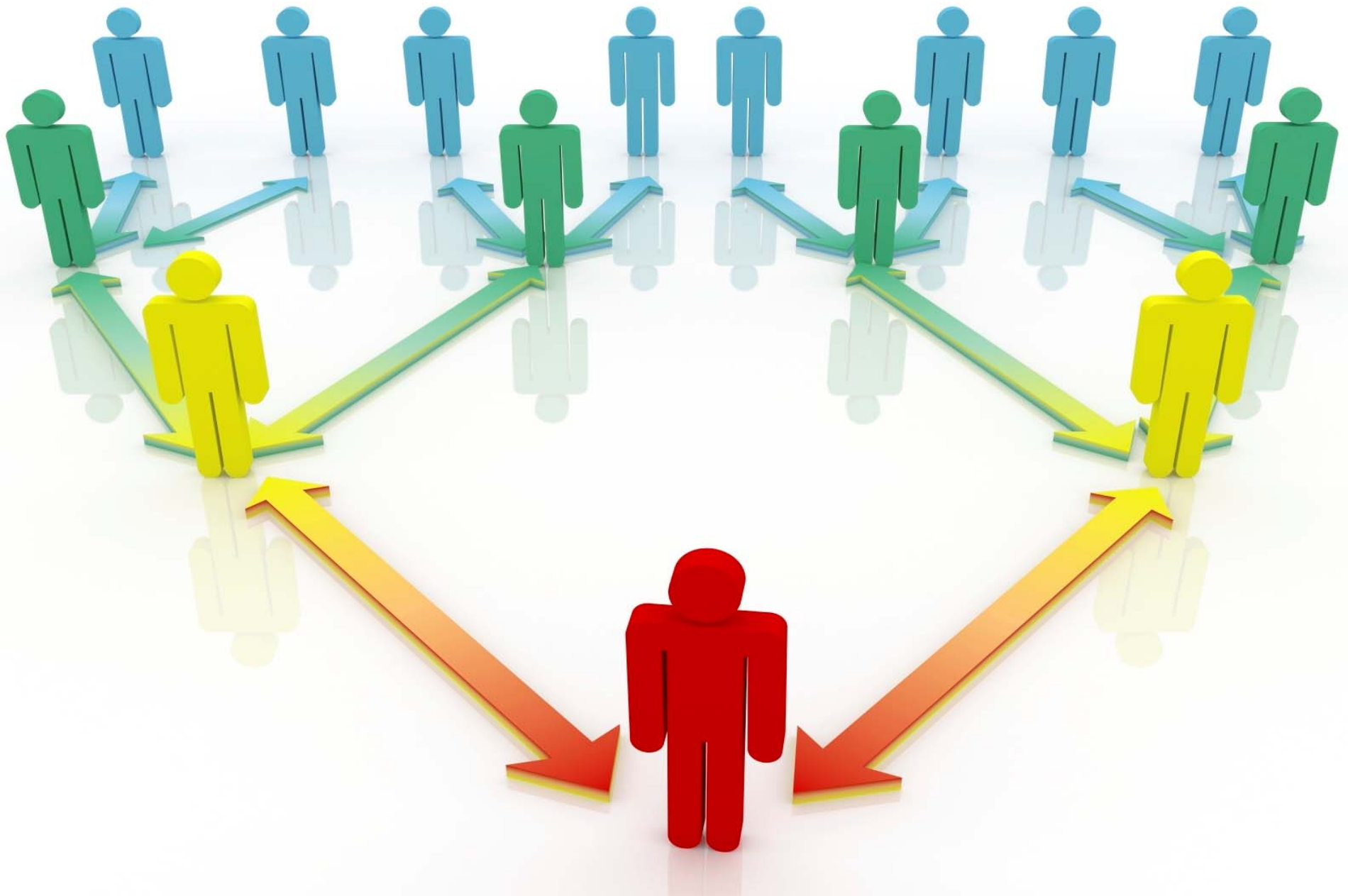
# Here Is What We Are Going To Achieve Today:

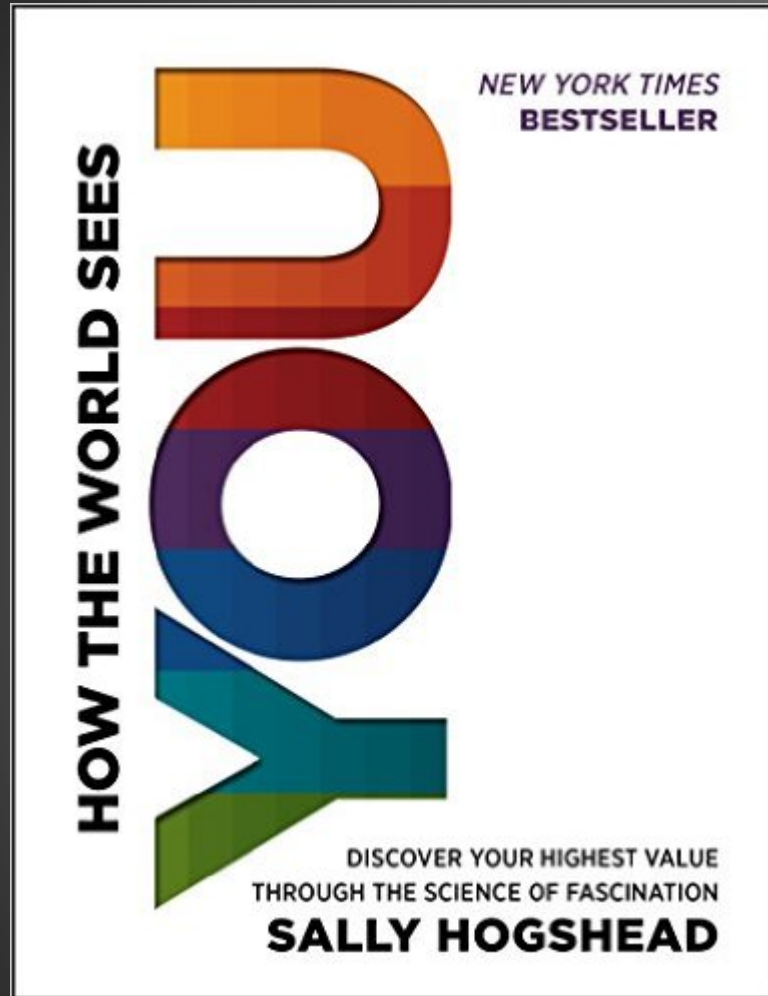
Provide You the Winning Playbook for Golf Courses



# 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



## SECONDARY FASCINATION ADVANTAGE

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

## PRIMARY FASCINATION ADVANTAGE

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

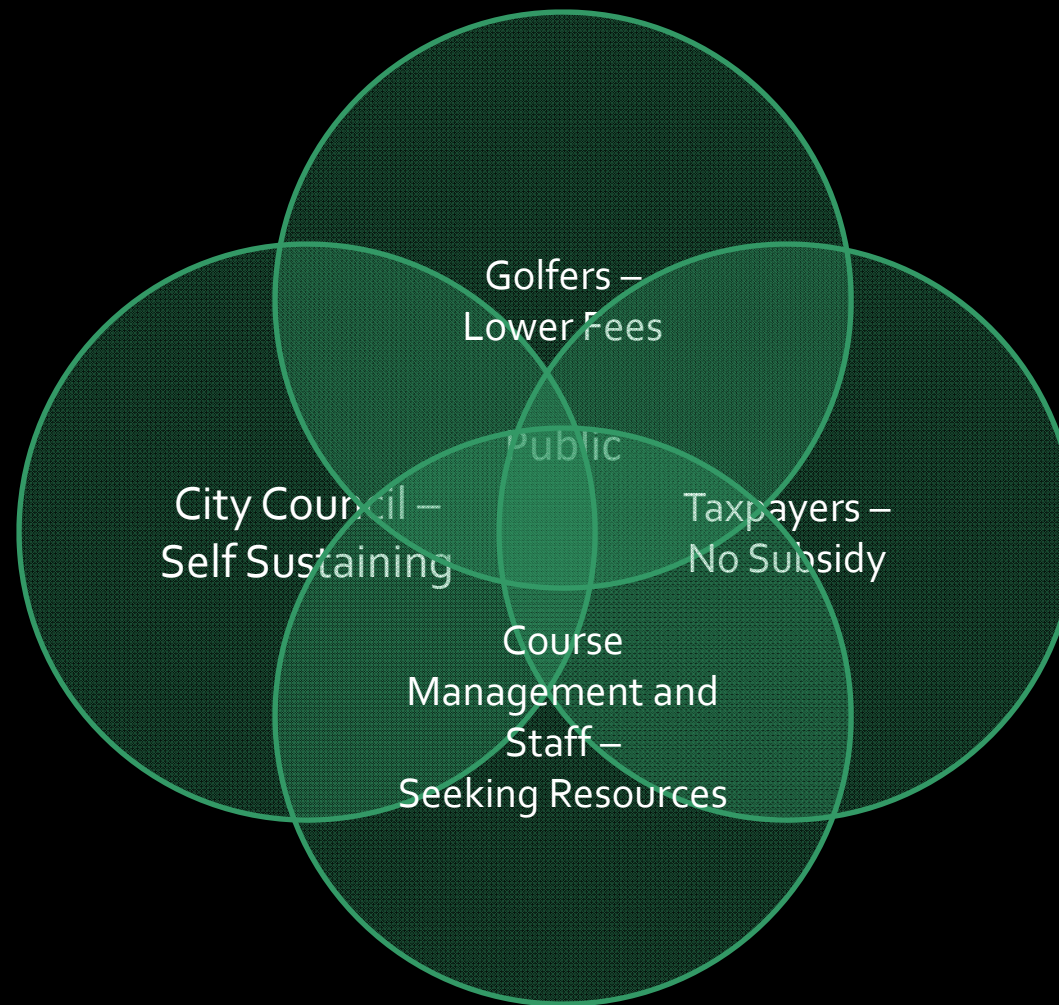
\*\*\* HOVER OVER EACH ARCHETYPE TO LEARN HOW IT FASCINATES \*\*\*



# Fact 3

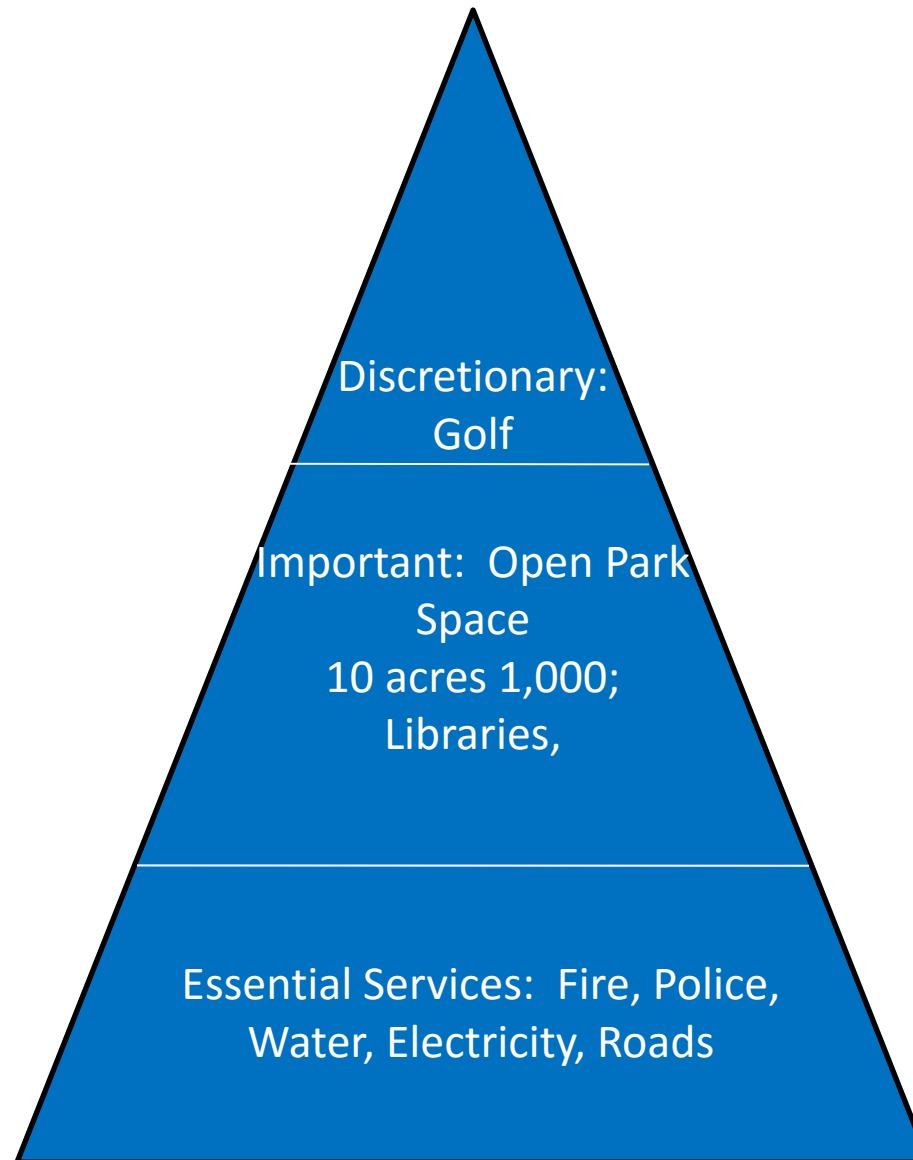
The **politics** of “government”  
contribute to and **emasculate** the  
ability of a golf course to be  
managed as a **professional  
business.**

# For Golf Courses to Prosper Diverse Interests Should Align but Rarely Do

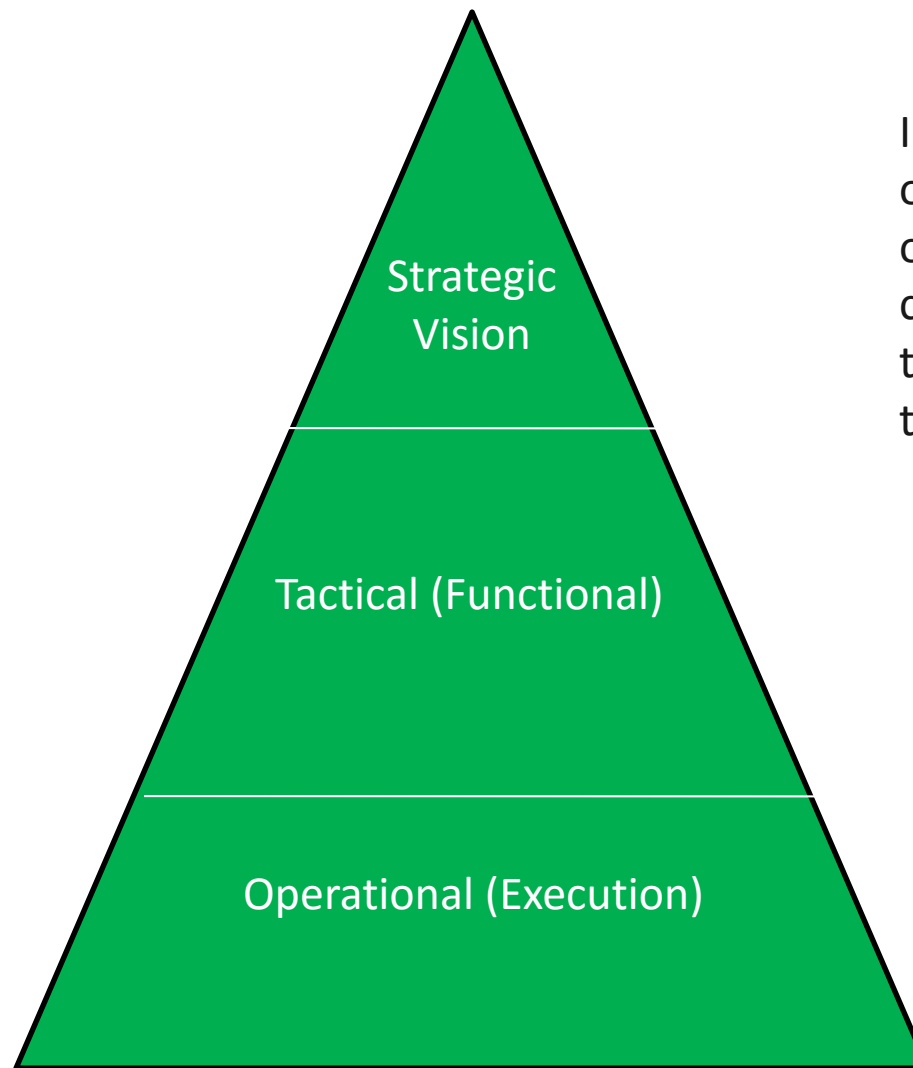


Public Golf “Self Interest Groups”

# Municipal Allocation of Resources

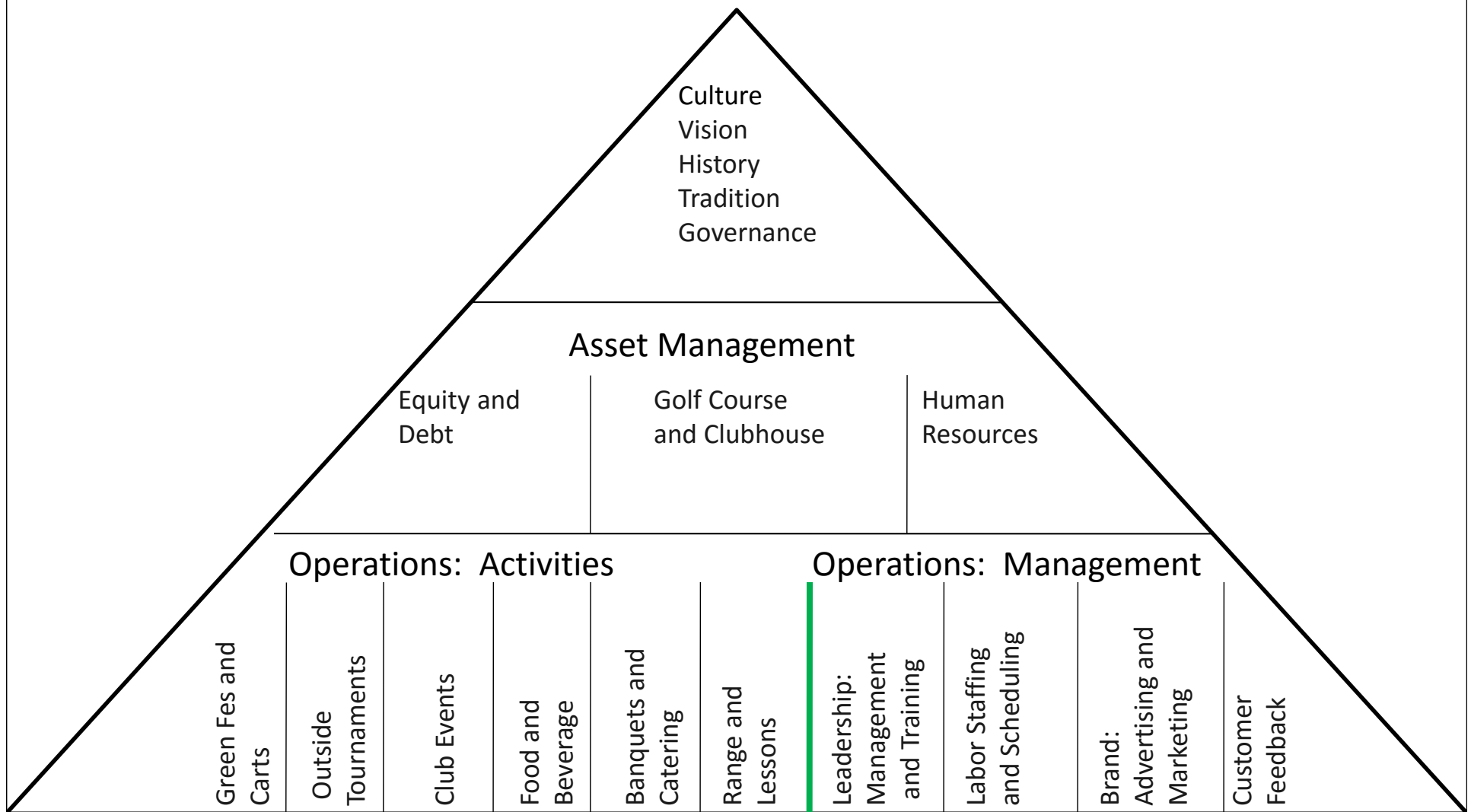


# A Strategic Plan



In a well-managed operation, every operational decision can be traced up to the tactical plan and up to the strategic vision.

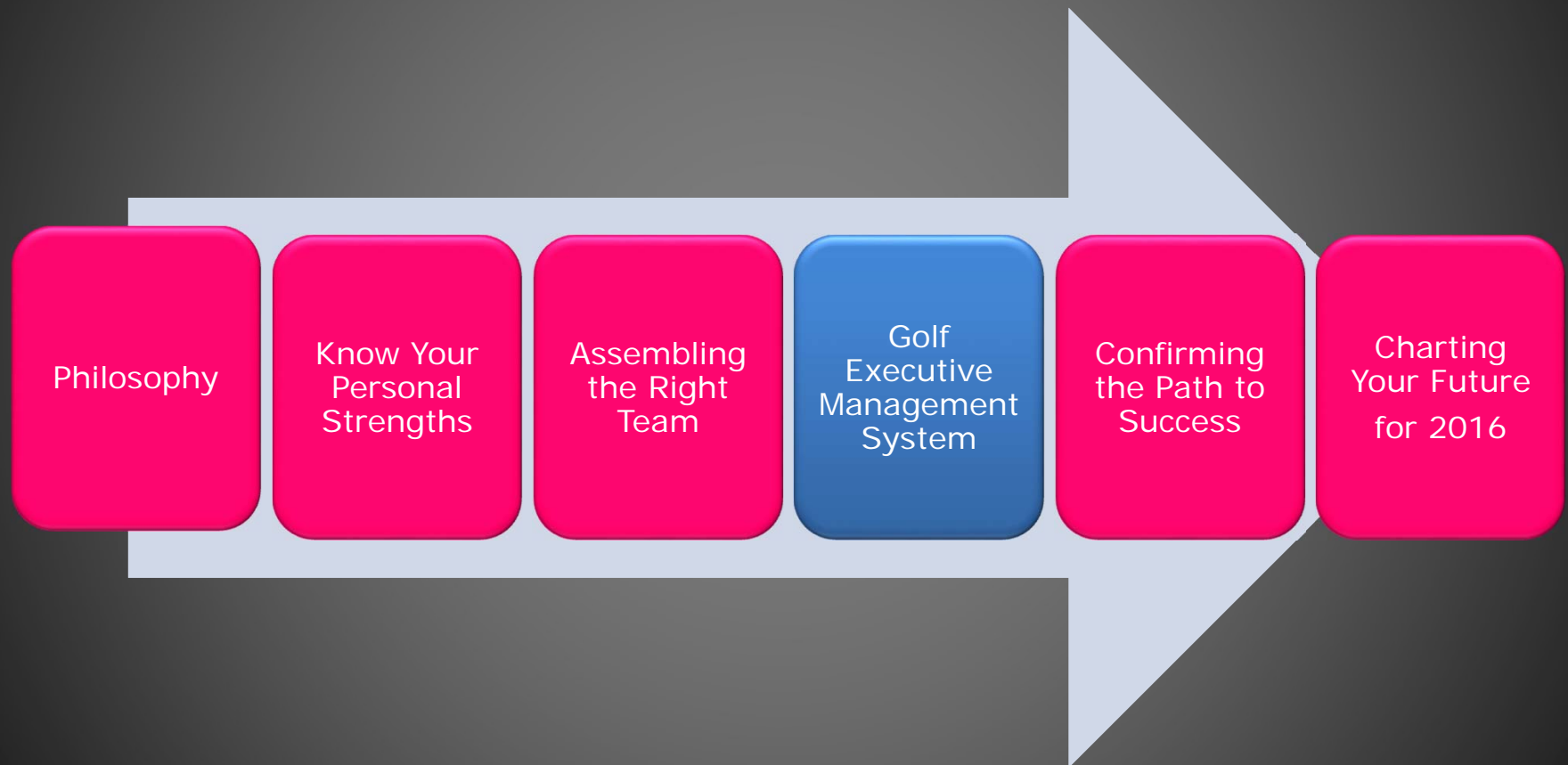
# A Strategic Plan



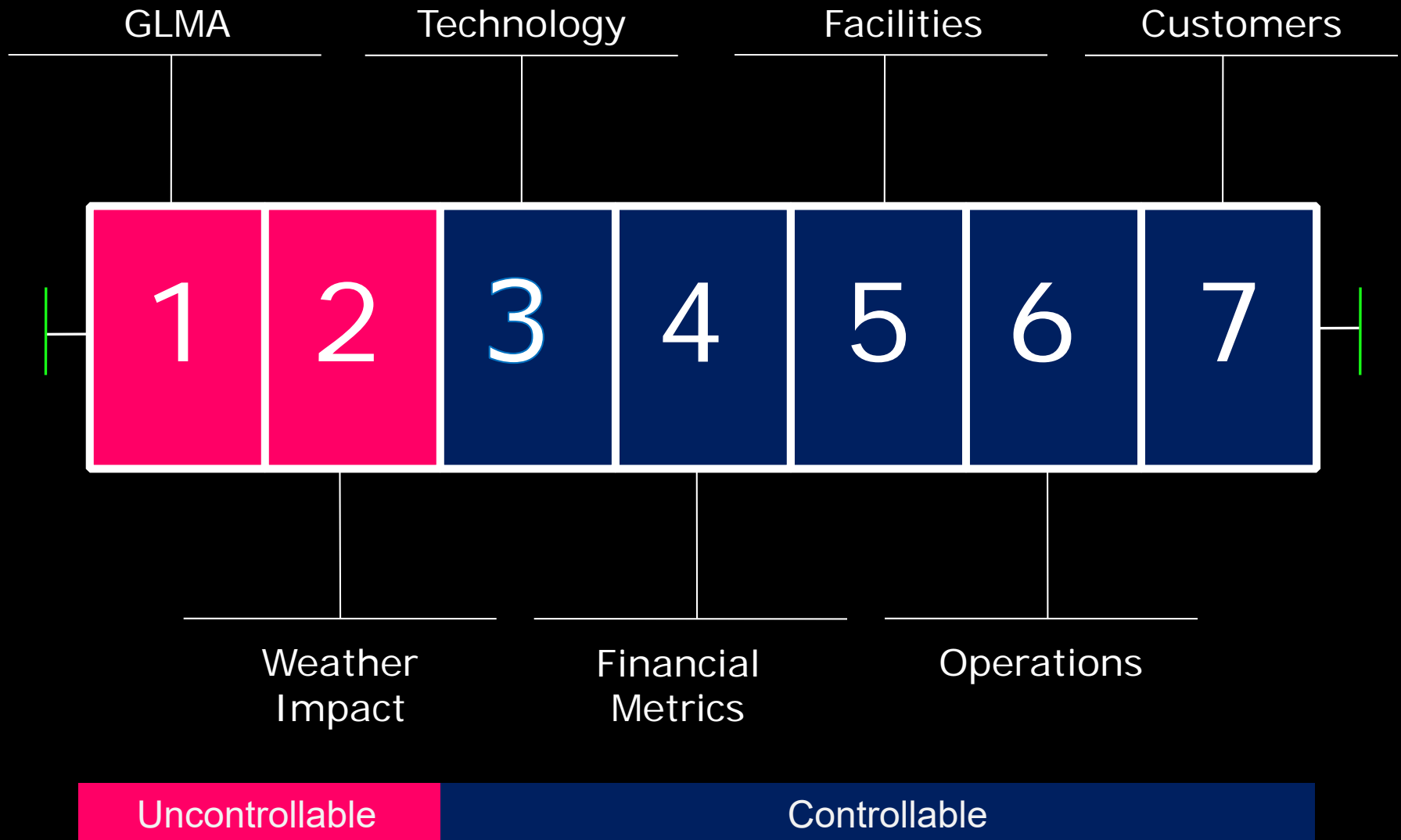




















# Here Is What We Are Going To Achieve Today:

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
 Step 1 - Geographic Local Market Analysis 2015 v1.2.xlsm	4/10/2015 4:45 AM	Microsoft Excel M...	3,570 KB
 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](#): "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.

# 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.

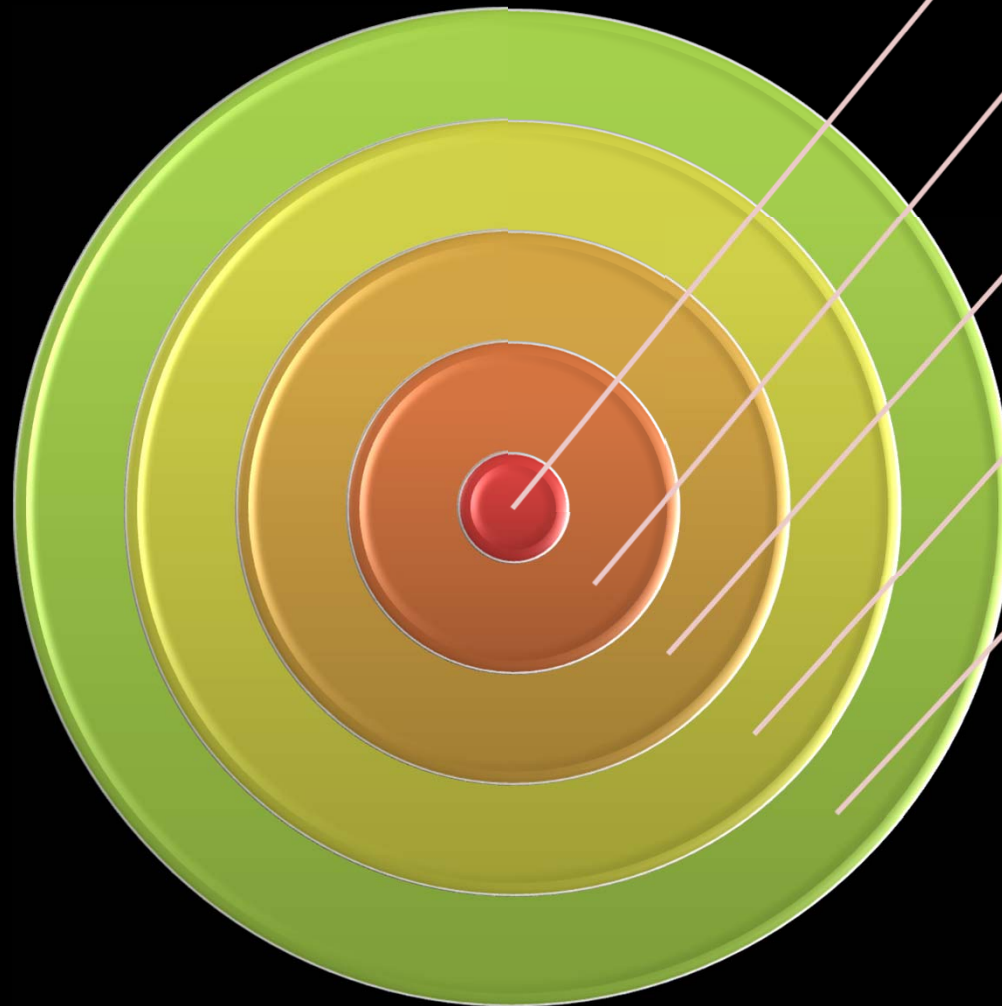
Observation #6 - Capital reserves are underfunded.

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

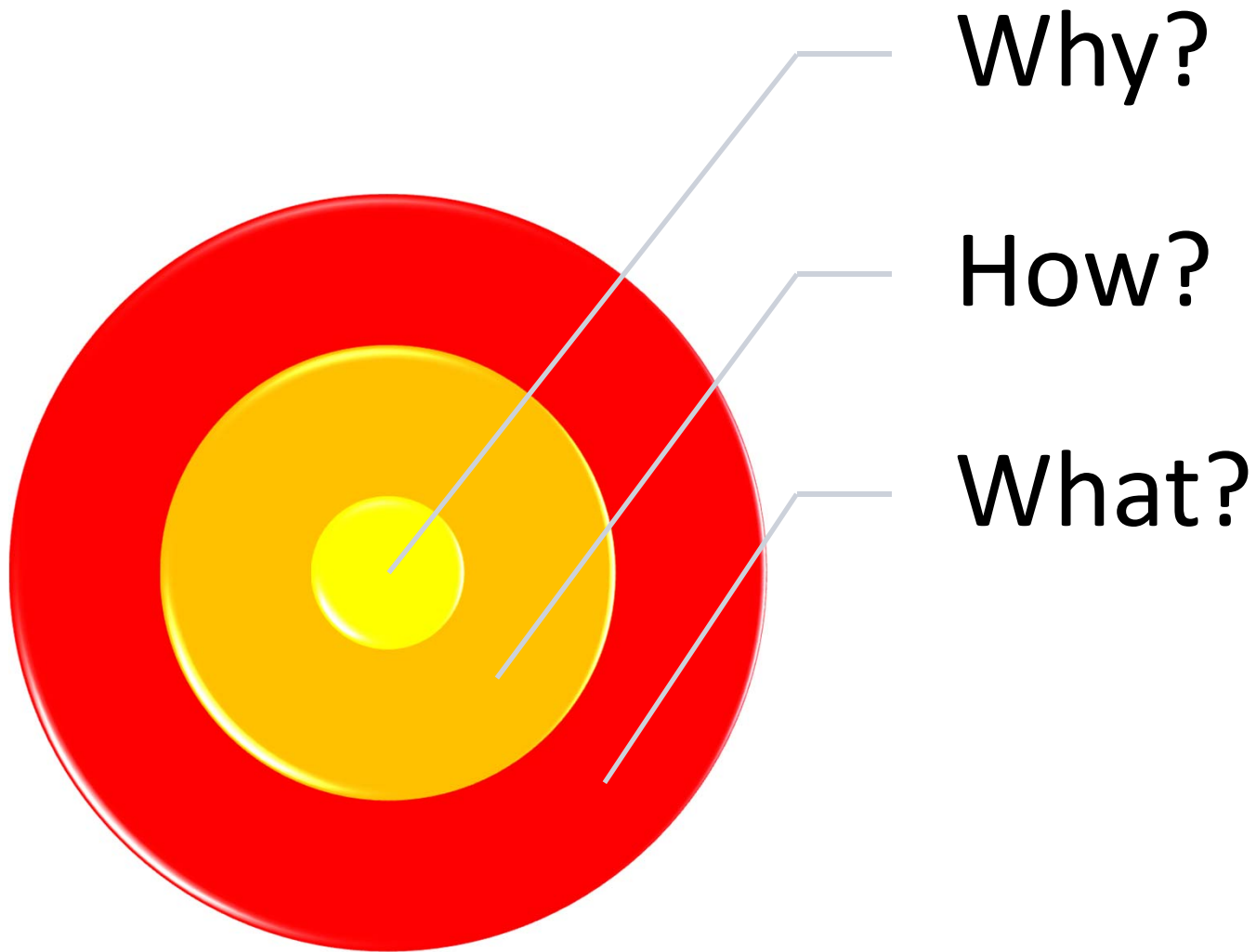
Ambience: Ocean,  
Mountain, Amenities,  
Clubhouse,  
Championships

DID YOU  
**KNOW**

The Formula



The Golden Circle of Communication™  
Simon Sinek



Video

## 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.”

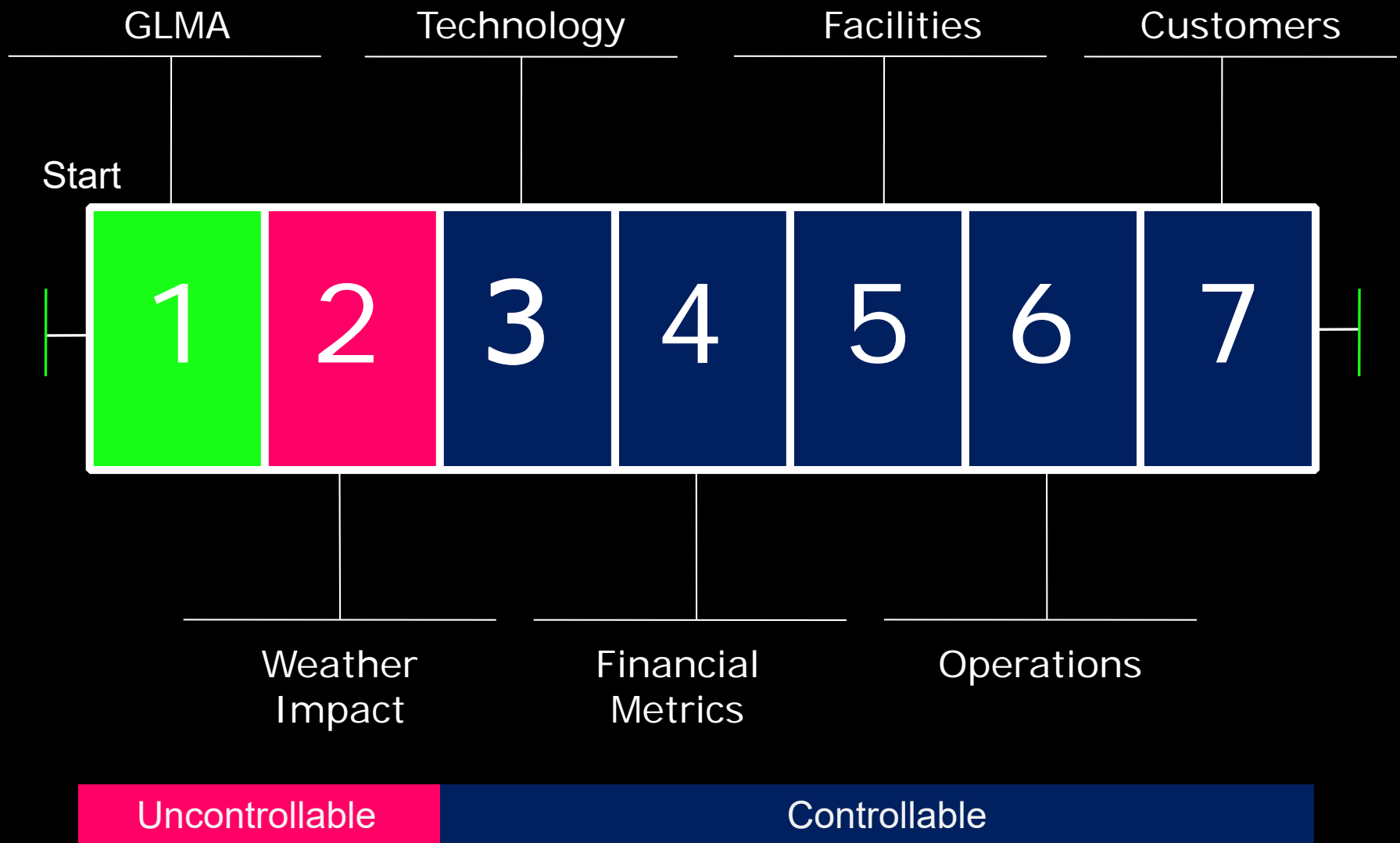


A mere fifteen minutes from the Virginia Beach Oceanfront, Kempsville Greens Golf Course is waiting for you. Kempsville Greens offers an affordable and fun recreational experience for those who play for relaxation and to build friendships. The perfect site for your weekly foursome, tournament, or family 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, circular green fairway is visible, with a small stream or path winding through it. To the right, a large, irregularly shaped pond reflects the sky and surrounding trees. The pond is bordered by a dense line of tall, thin trees. The background shows more of the golf course, with green grass and scattered trees. The overall scene is serene and well-maintained.

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.



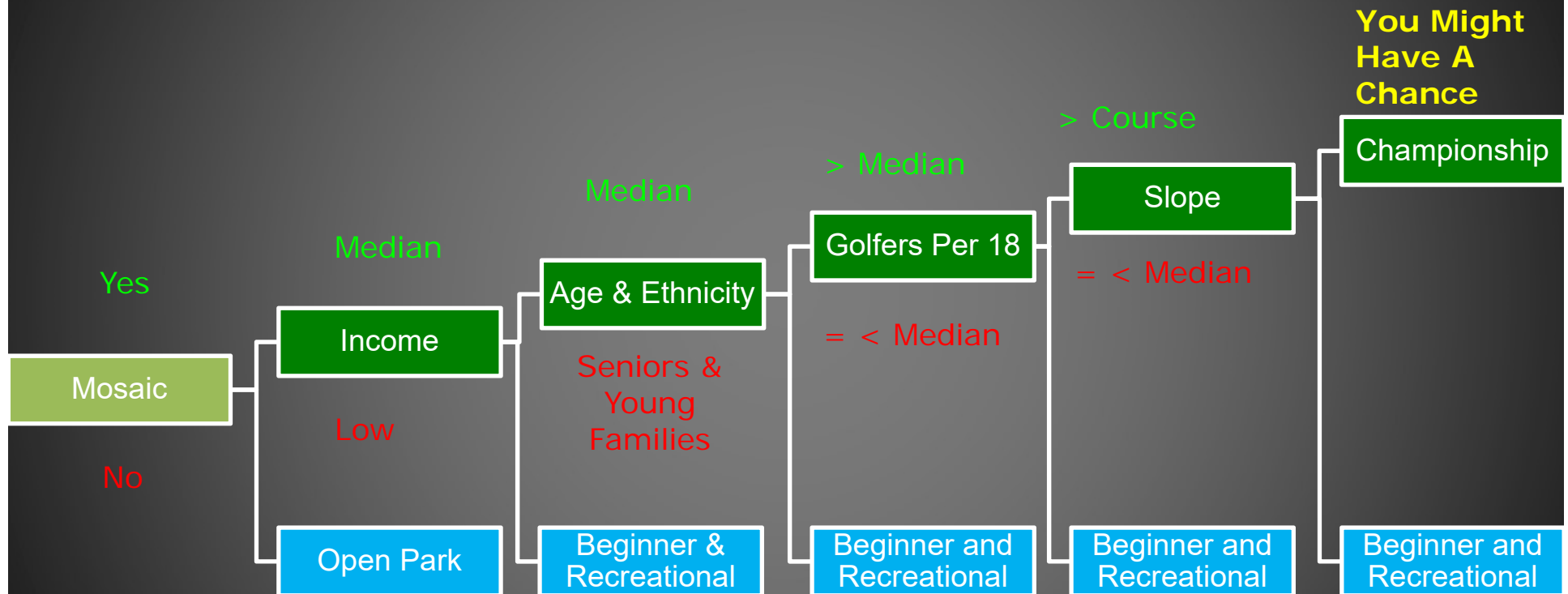
# 1

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

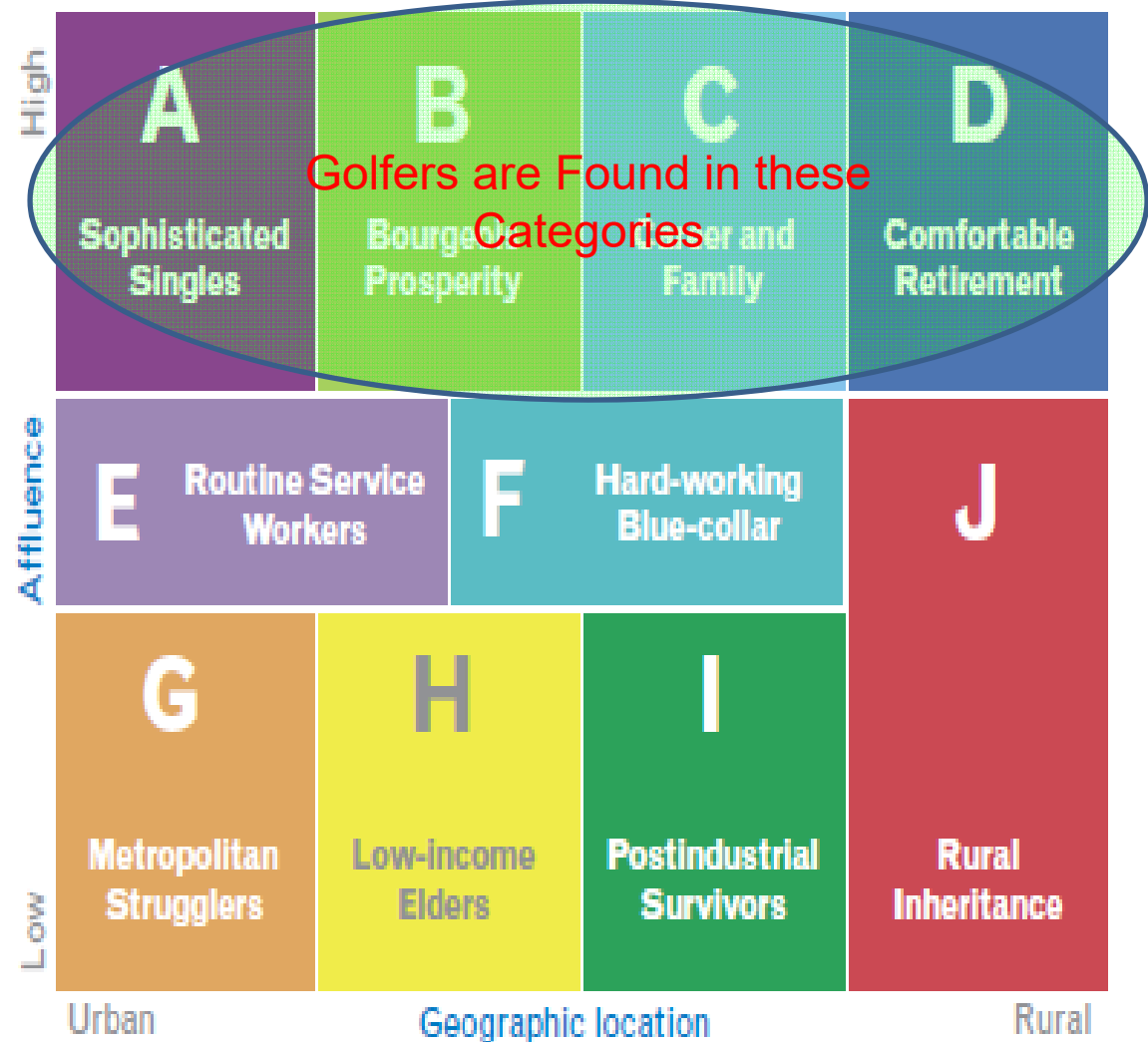
Bloomington, Crystal Mountain, Pine Meadow, San Antonio, Brooklyn Park, Oak Creek

## 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.

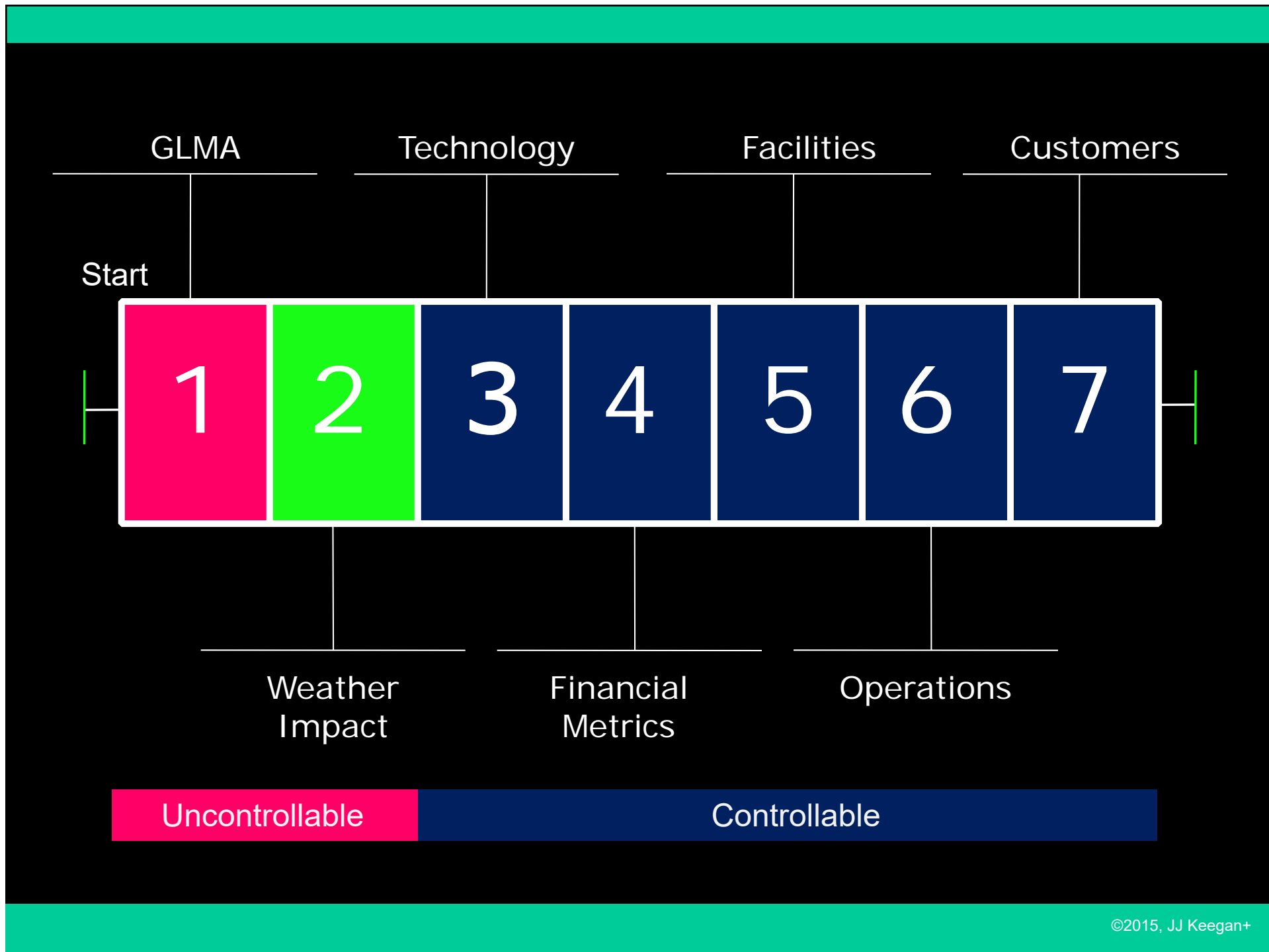
The Mosaic Global groups are mapped against two dimensions: affluence and geographic location.



	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 Answer 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?”

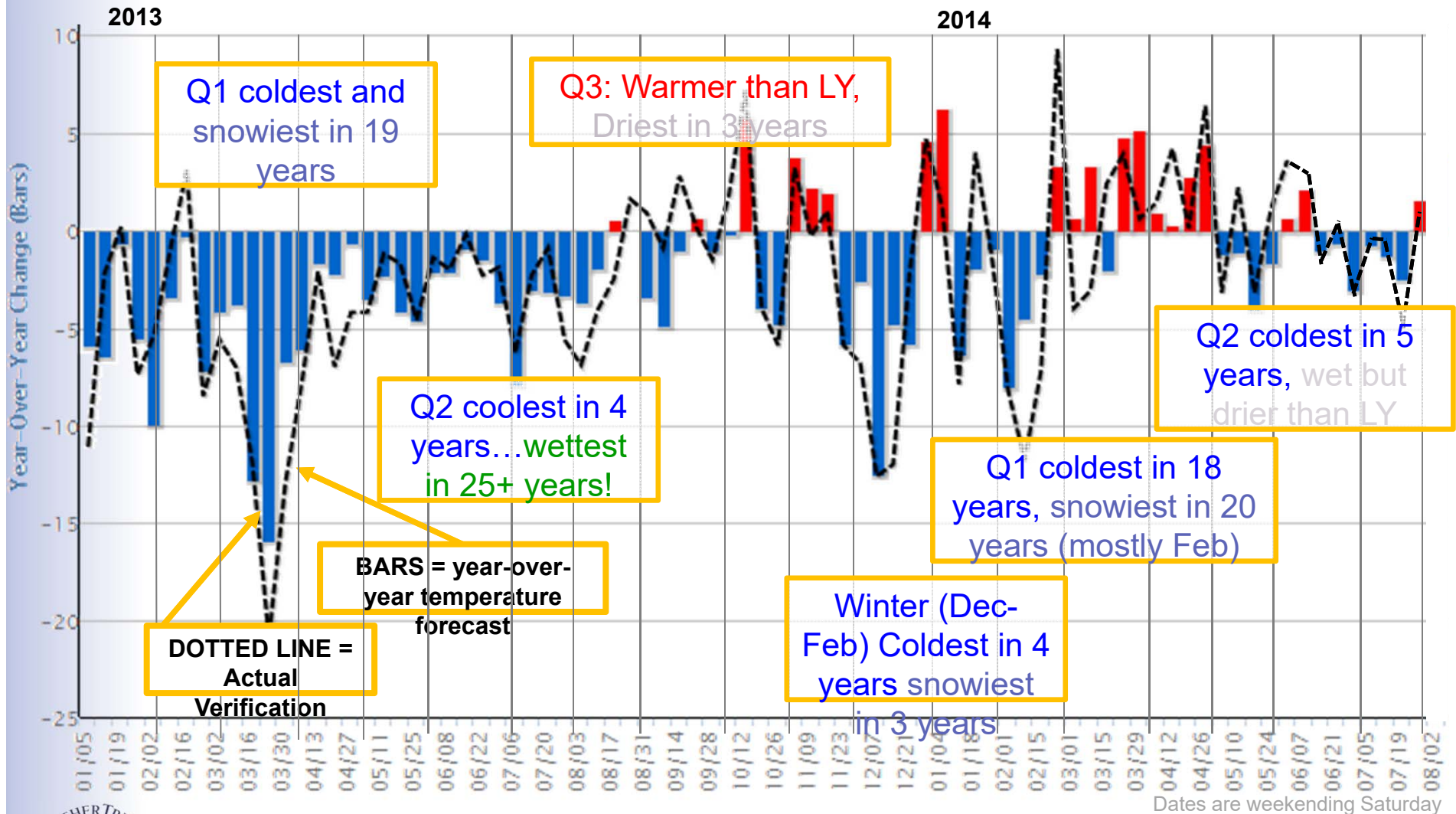
“How many golf playable days will I have in the next 14 days?”

“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

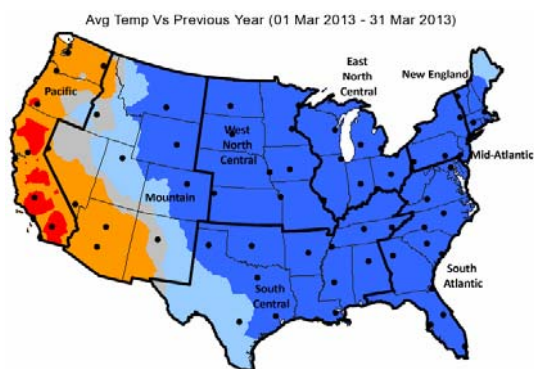
©2015, JJ Keegan+



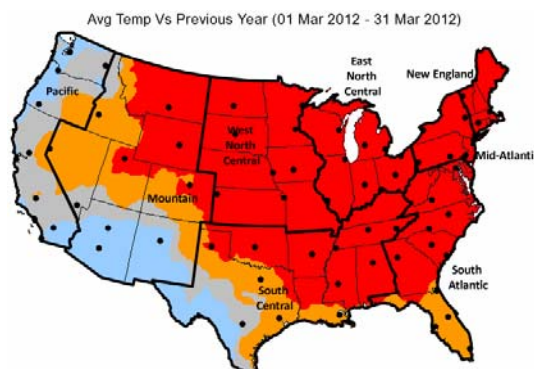
# Volatile Weather = MAJOR BUSINESS RISK!

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

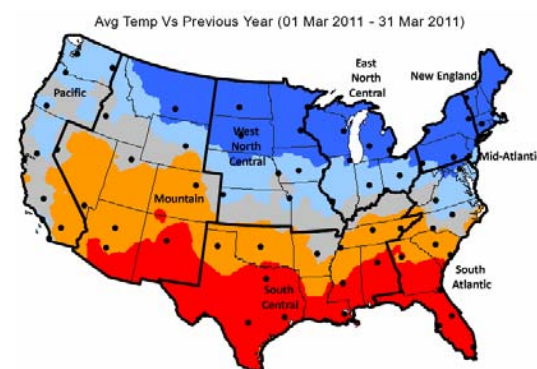
2013



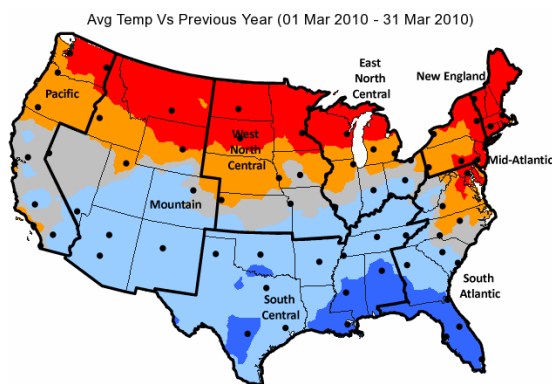
2012



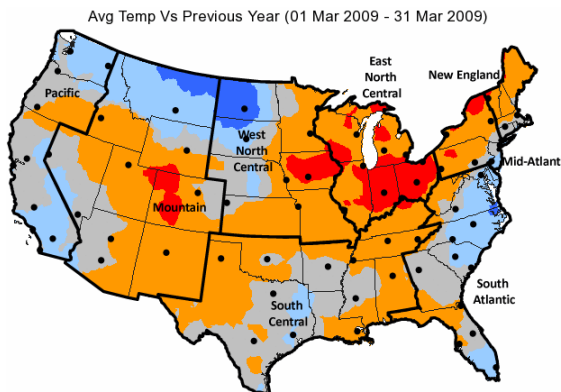
2011



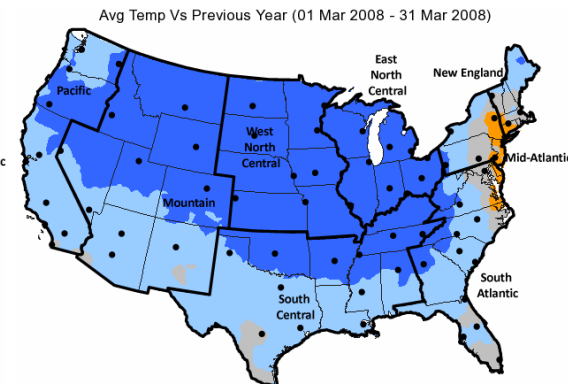
2010



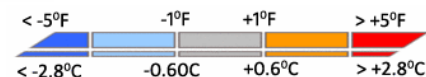
2009



2008



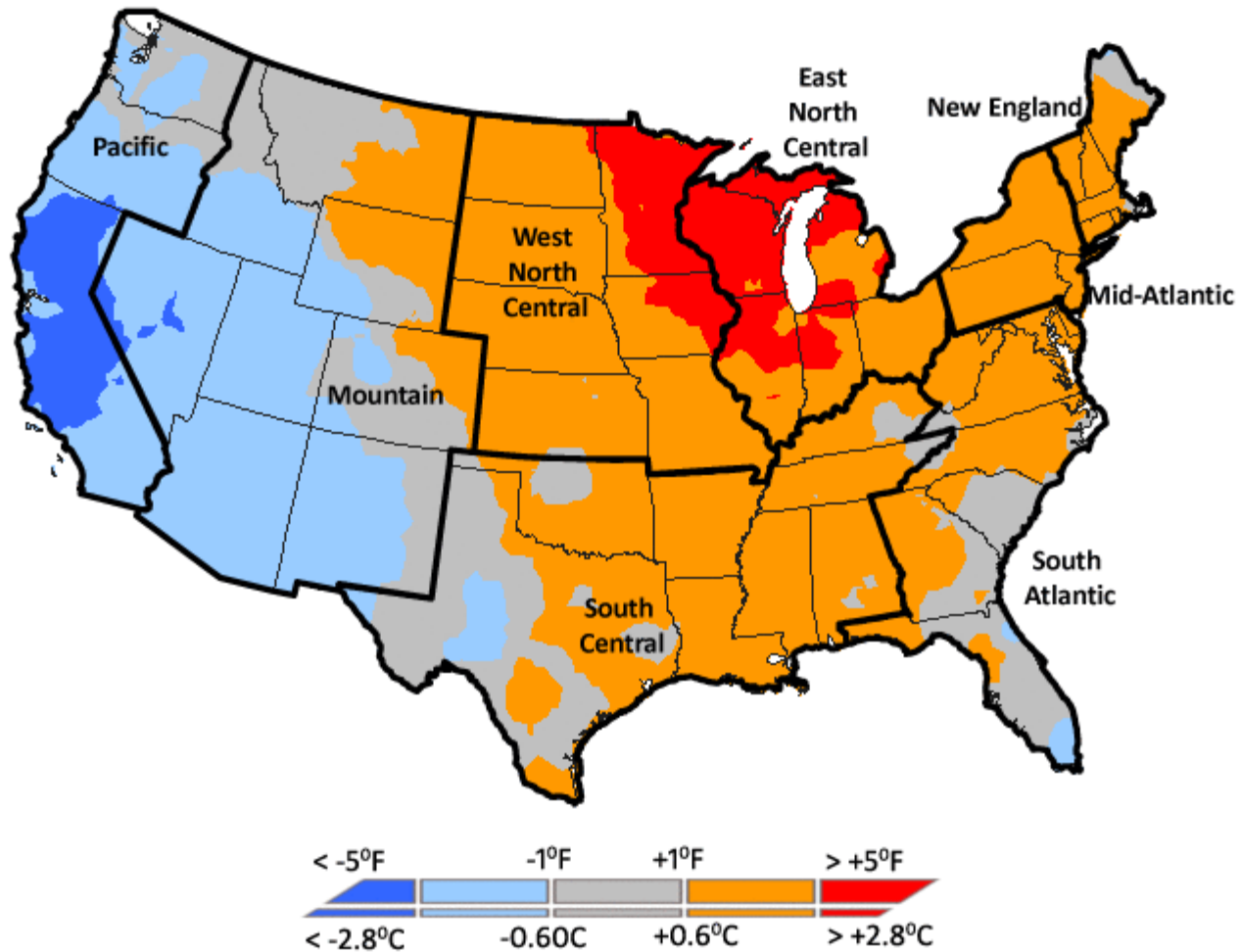
**Note:** Maps shown are March year-over-year temperatures. If the weather is identical, the maps would be grey which happens about 15% of the time or less.



# 2015 Forecast

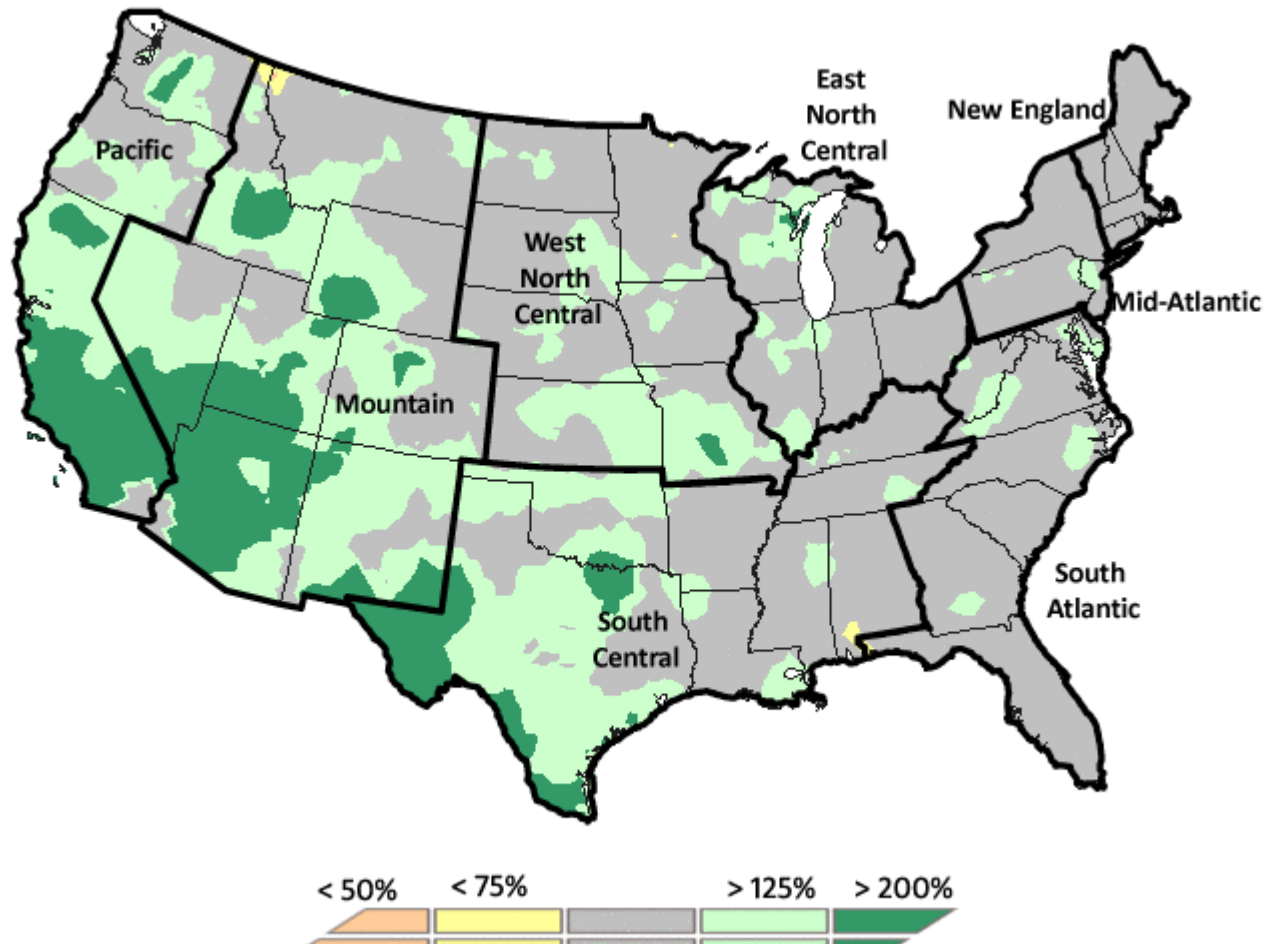
# 2015 Year-Ahead Forecast

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

WET

DRY

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

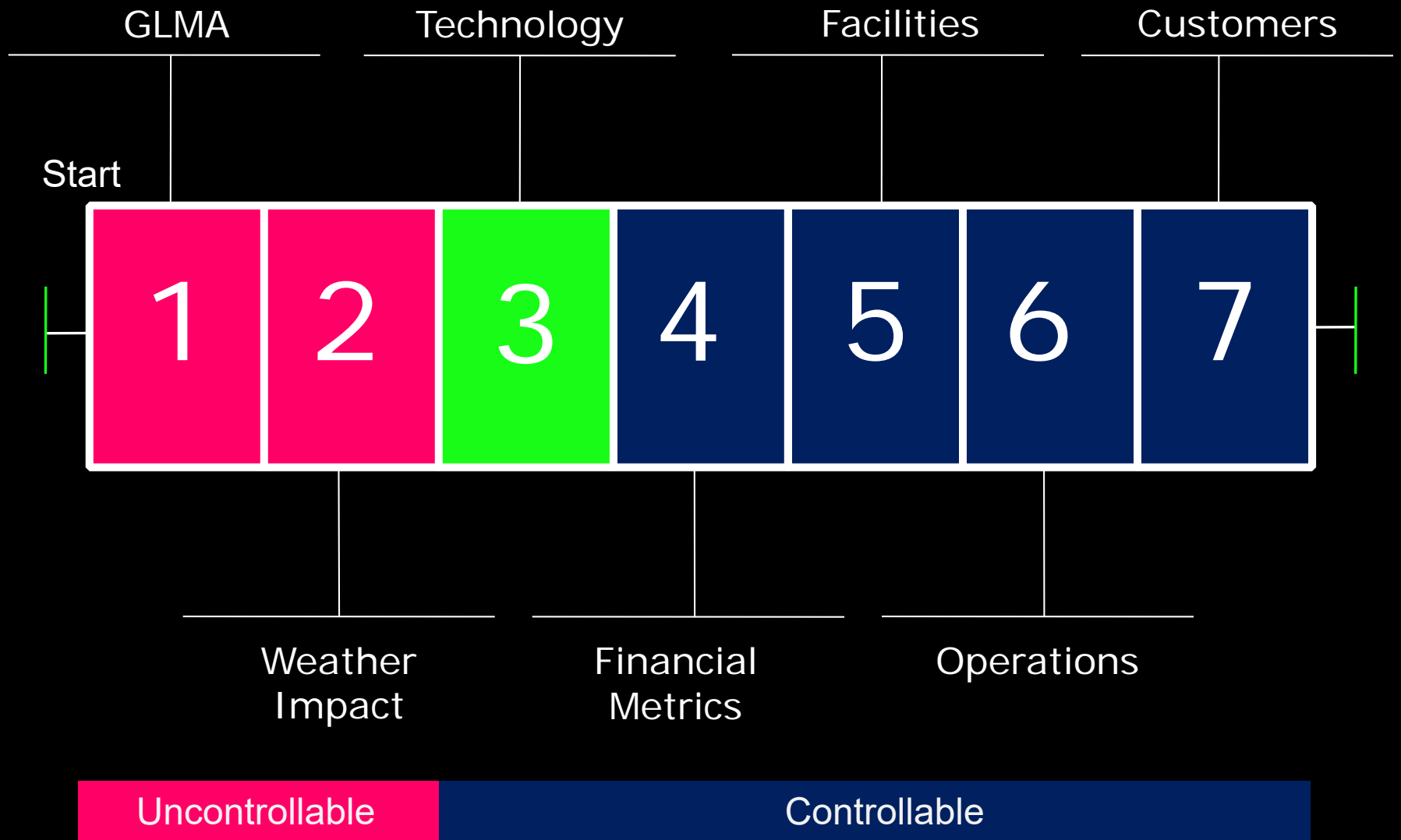
- Cooler and wetter than normal conditions tend to dominate in the South. The opposite is true across the North.
- Cooler weather can spread into the Northeast if the El Nino weakens early enough in the winter.
- Pacific Northwest and Northern Rockies are strongly warm and dry.
- The stronger the El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



DID YOU  
**KNOW**

Controllable



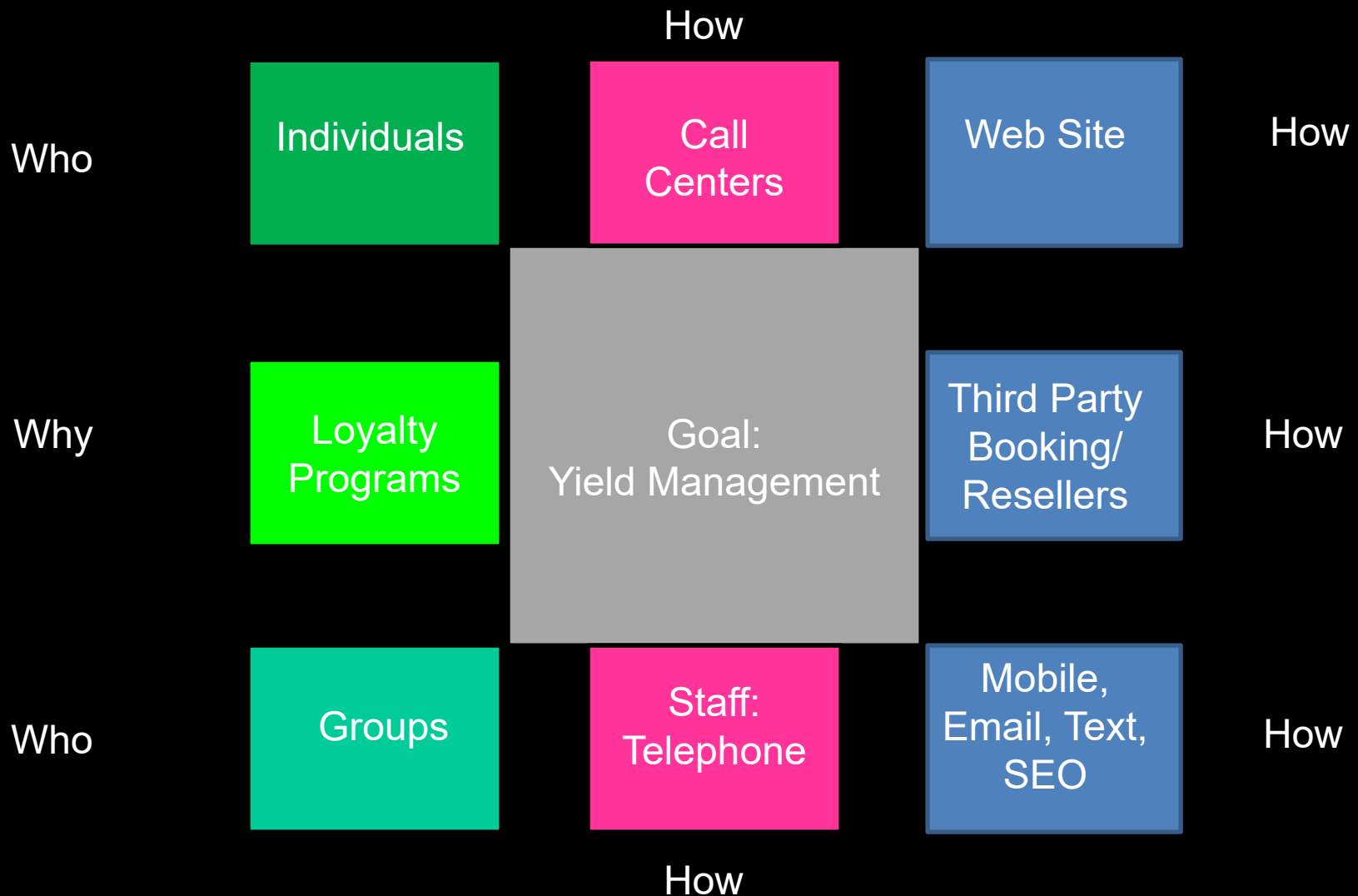




# 3

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

# Numerous Channels to Book Revenue



Email Database

Website

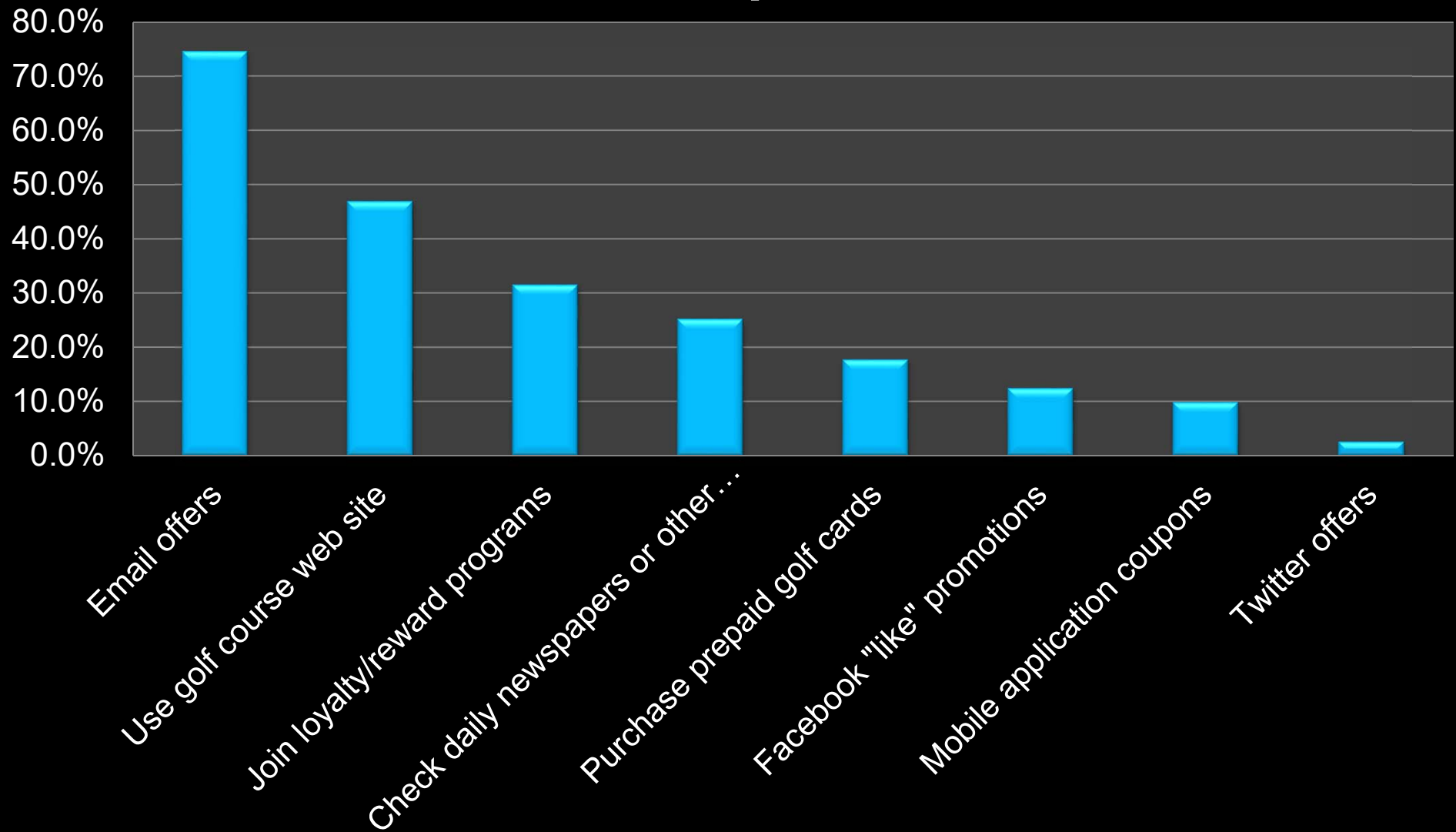
Facebook or  
Google Circles

Twitter

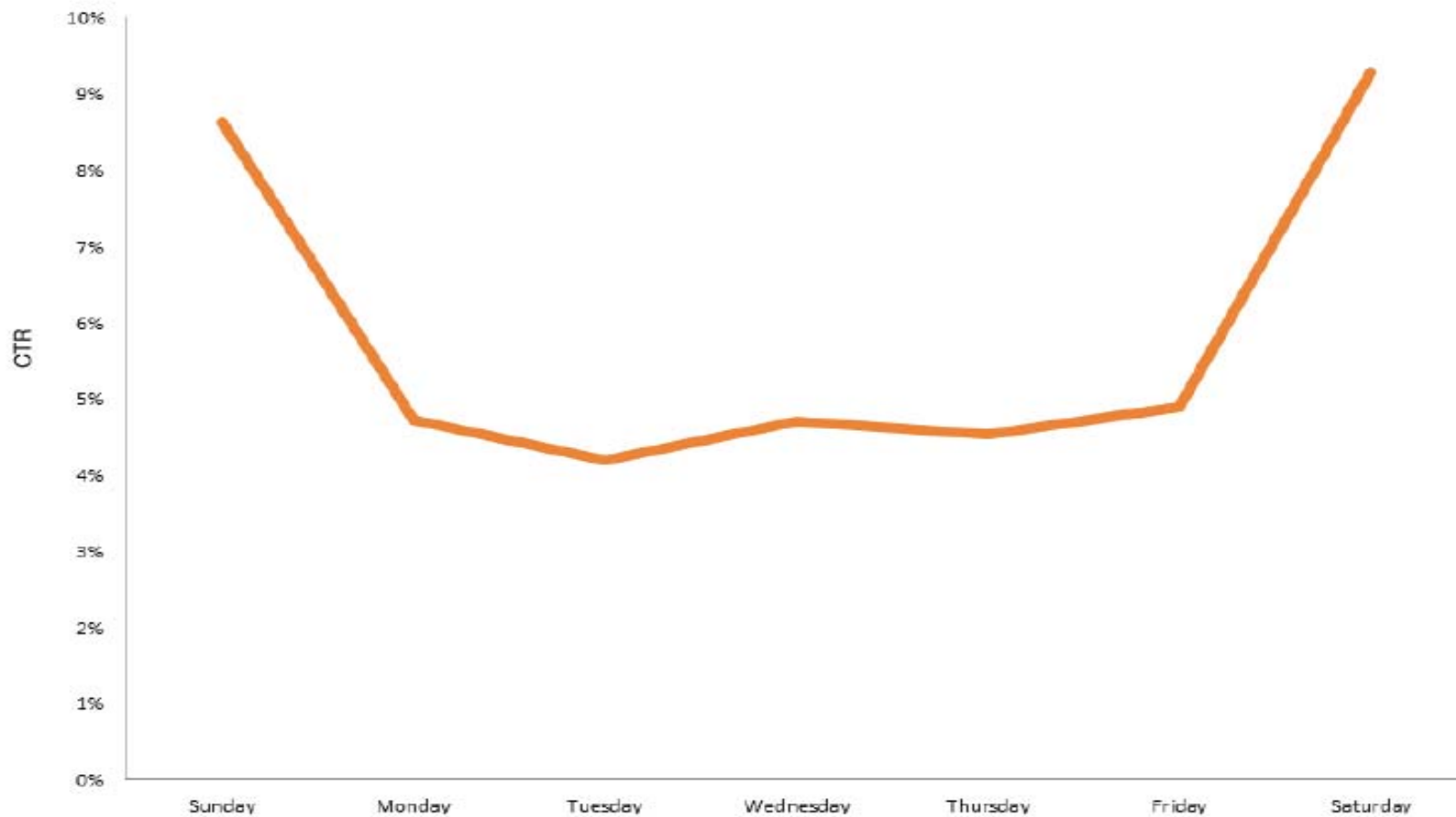
You Tube

Linked In

## To Learn About the Course & Specials

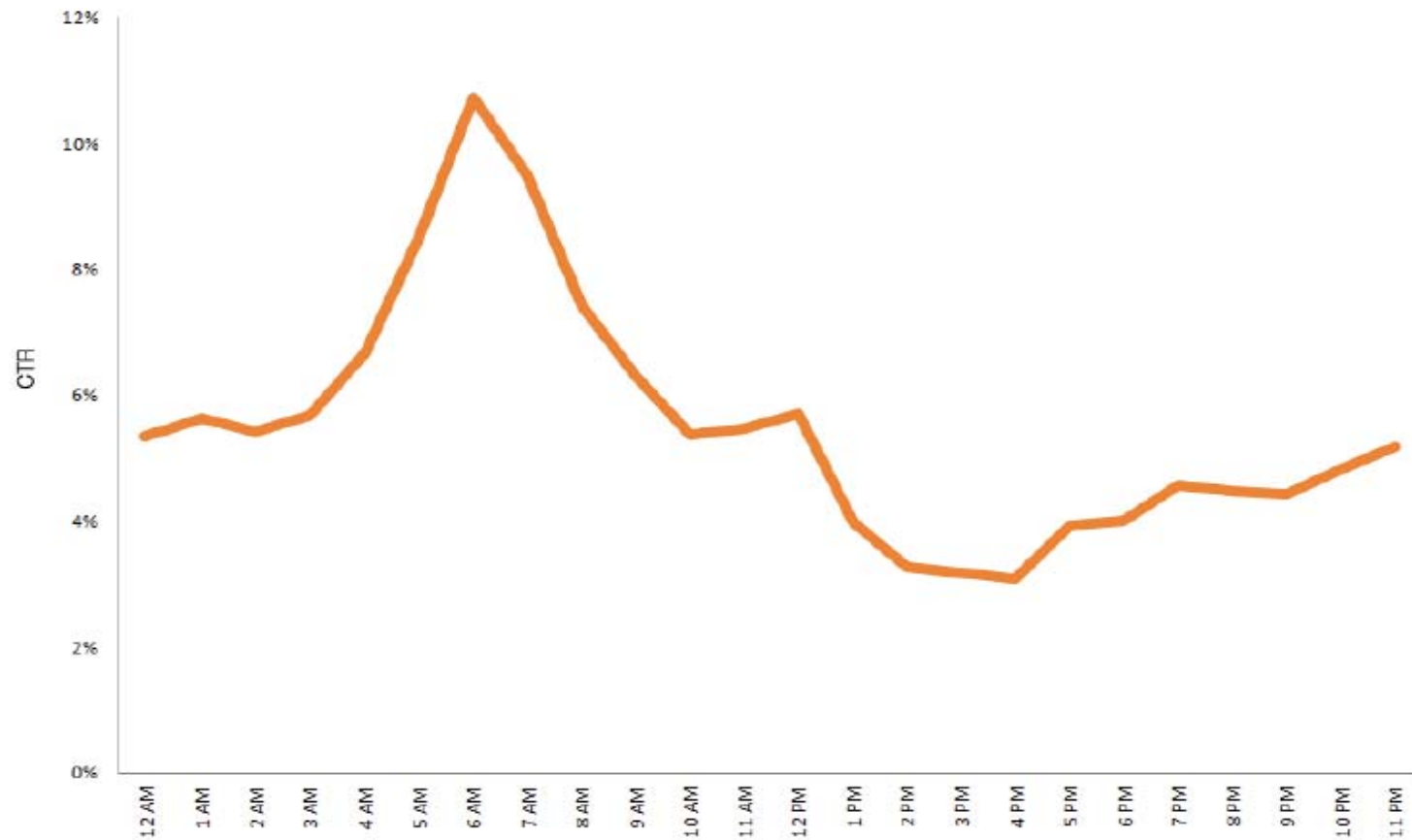


## Effect of Day-of-Week on Clickthrough Rate



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

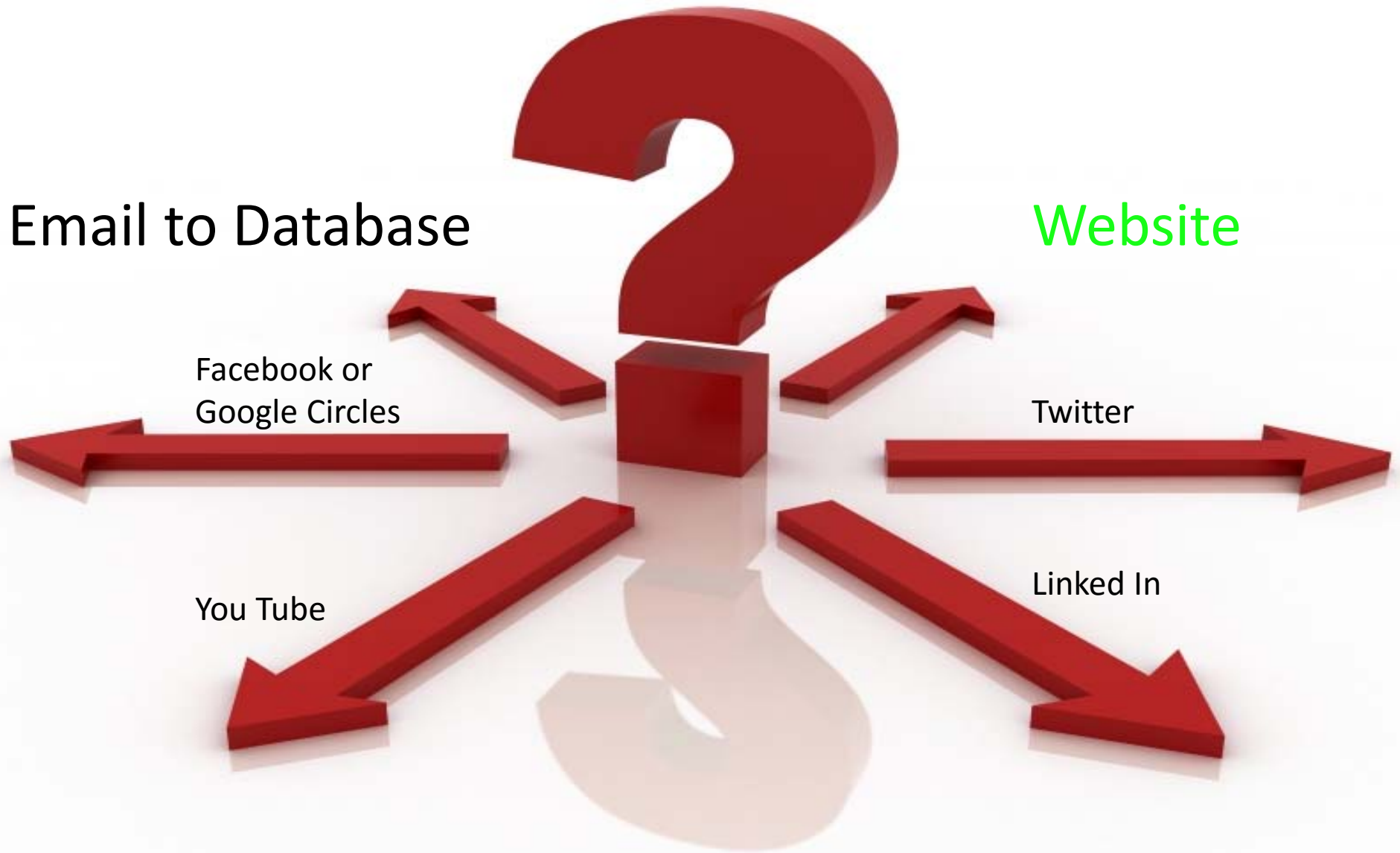
## Effect of Time-of-Day on Clickthrough Rate



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  
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:**

### Step 1

Create an Account

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

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

### Step 2

Book your Tee Times

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

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

### Step 3

Manage your Tee Times

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

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

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

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

### [Frequently Asked Questions:](#)

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

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

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

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

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

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

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

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

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

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

[TOP](#)



Car Rental & Car Sales

United States (English) [Change](#) | [Career](#) | [Customer Support](#) 

Hertz Gold Plus Rewards [Login](#) Not Yet a Member? [Join Now](#)

[Reservations](#)

[Discounts & Coupons](#)

[Locations/Vehicle Guide](#)

[Hertz Car Sales](#)

[Hourly Car Rentals](#)

[Hertz Gold Plus Rewards](#)

[Book a Car](#)

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

1

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

[Help me find a location](#)

☐ Return car to a different Hertz location 

2

Pickup Date & Time:


 10:00 AM 


Return Date & Time:


 10:00 AM 

3


Please Select an Age 

 Please Select an Age 

Rental Car Type: 

 Show Me All 

☐ 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**



1 2 3

James

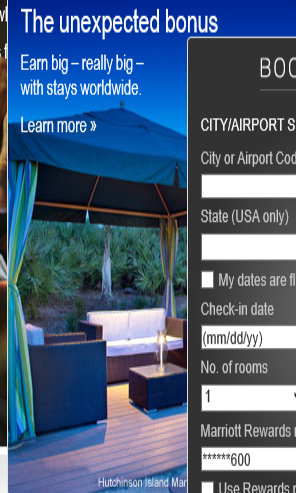


[EXPLORE & PLAN](#) [MEETINGS & EVENTS](#) [MARRIOTT REWARDS](#)

**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](#)



**BOOK RIGHT™**  
ONLY AT MARRIOTT.COM

[CITY/AIRPORT SEARCH](#) | [My saved hotels](#)

City or Airport Code

State (USA only)  Country

☐ My dates are flexible

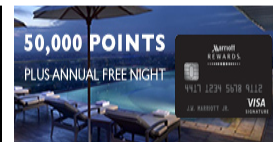
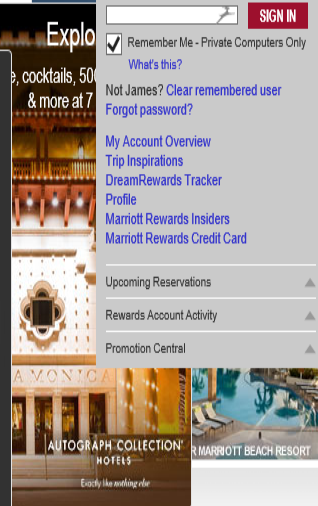
Check-in date  (mm/dd/yy)  Check-out date  (mm/dd/yy)

No. of rooms  1 Guests/room  1

Marriott Rewards number  
\*\*\*\*\*600

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

[Special Rates & Awards](#)  
[Hotels by Brand](#)  
[Advanced search](#) **Find**



### Explore Our Brands

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





**Flight** | Hotel | Car | Vacation

☐ Round Trip ☐ One Way [Multiple Destinations](#)

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

☐ Search Nearby Airports  
☐ Find Lower Fare +/- 3 Days

☐ Search Specific Dates ☐ My Dates are Flexible

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

Adults: 1 [Children](#) Offer Code (optional):

Cabin: Economy

Search By: ☐ Price ☐ Schedule ☐ Award Travel

☐ Nonstop Flights Only

[Advanced Search](#) [Search](#)

Children, Country of Purchase...

Customize your trip with  
Travel Options by United®



**MileagePlus**  
UNITED

Nonstop sleep  
Flat-bed seats on more flights  
from New York/Newark.

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

[Register now](#)

Earn 25 award miles per dollar spent  
on summer flowers and gifts at FTD®

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

[Order today](#)

MileagePlus  
UNITED



**Latest News** [Changed bag rules and optional services](#)  
[and Offers](#) [Important notices](#)

[2014 MileagePlus Premier® program](#)

[unitedhub.com: United news, videos & tips](#)

[Print Boarding Pass](#) [Check Flight Status](#)

Confirmation or MileagePlus Number:

[Go](#)

[More Check-in options](#)

Check-in is available within 24 hours of departure

[Change or View Reservations](#) [See More](#)

[Find a Reservation by Confirmation Number](#)

Reservation Type: ☒ Flight ☐ Car

Confirmation: Last Name:

[Go](#)

**My MileagePlus Summary**

MileagePlus Number: UK688433  
Mileage Balance: 429,817  
Mileage Expiration: 12/31/2014  
MileagePlus Status Level: Premier  
Platinum  
Star Alliance Status Level: Gold  
Regional Premier Upgrades: 2  
Global Premier Upgrades: 0  
2013 Premier Miles: 22,818  
2013 Premier Segments: 20

[View Account Details](#)

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

**50% MILEAGE BONUS**

Earn 1.5 miles for  
each dollar you spend.

[LEARN MORE](#)



**Nonstop sleep**

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

[Learn more](#)



**Deliver smiles**

to children in need.

Give a bear and get one, too.

[Donate now](#)

**MileagePlus**  
Fitness

UNITED

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

[Join now](#)





RESERVATIONS 1.888.427.6678

OFFERS TEE TIMES COURSES PLAYER SERVICES GROUP OUTINGS WEDDINGS BLOG COMPANY

#### TEE TIME RESERVATIONS

AUG 27 15

COURSE

Bali Hai Golf Club

RESERVE TEE TIME

## BALI HAI GOLF CLUB

CHAMPIONSHIP GOLF LOCATED RIGHT ON THE STRIP

LEARN MORE



#### LAS VEGAS GOLF COURSES BALI HAI GOLF CLUB

Escape to 7,002 yards of pure south pacific tropical golf paradise located right on Las Vegas Strip.



#### LAS VEGAS GOLF COURSES ROYAL LINKS GOLF CLUB

Experience 3 holes from this year's British Open Championship, including the "Road Hole" and "Hell Bunker" from the Old Course at St. Andrews.



Find it » [Las Vegas Golf Courses](#) | [Golf Packages](#) | [Tee Time Reservations](#) | [Golf Discounts](#) | [Golf Instruction](#)

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: Bali Hai Golf Club

Date: 11

Time: 8:00 a.m.

Players: 2

Reserve Tee Time

#### CURRENT PROMOTIONS

PLAY DESERT PINES FOR ONLY

\$69 SUNDAY - THURSDAY  
SEPT 1 - FEB 28TH  
Desert Pines Golf Club  
LAS VEGAS

A DIRT-DESIGNED TURN OF THE CARNATIONS  
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

Coming November 15th - Jan 30th? SAVE up to an Additional \$100  
On select 10 day tours and packages. Begins 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

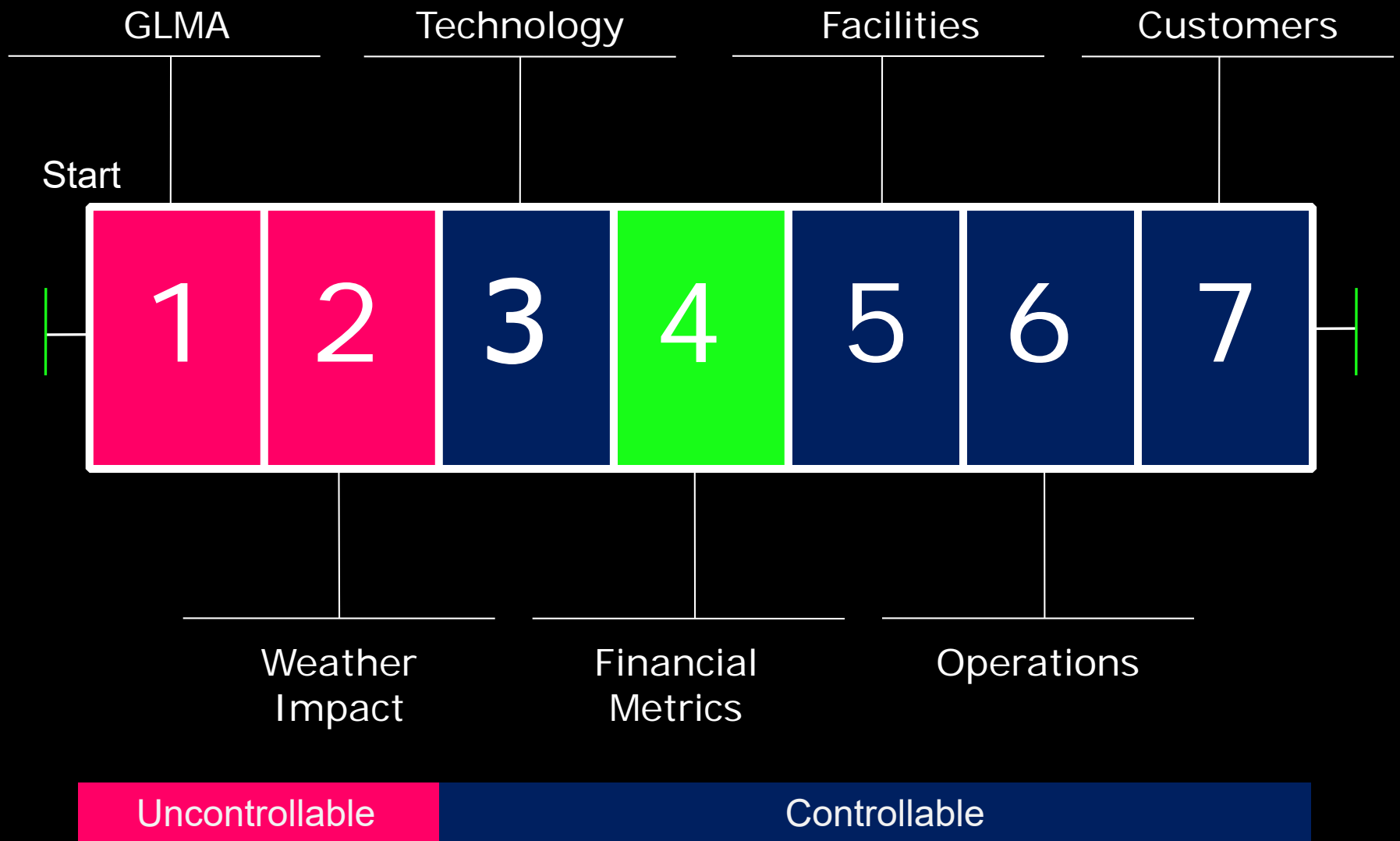
888.427.6678

888.427.6678

# 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

# PGA PERFORMANCETRAK

IN COOPERATION WITH THE NGCOA

## Executive Summary Report (Public & Resort Facilities)

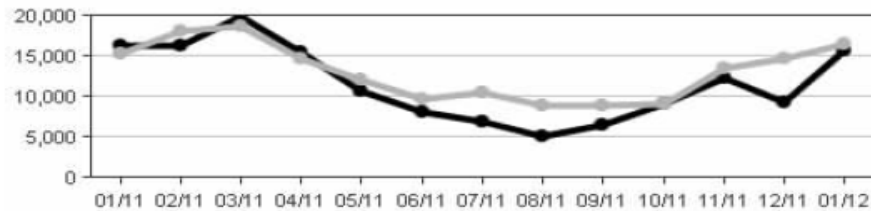
Period: 01/2012 - 01/2011  
 CGM: Florida: Southeast  
 Rate Set: \$76 - \$125  
 Facility: Your Facility Name

### Color Legend

Your Facility's Monthly Data  
 Your CGM Comparative Data

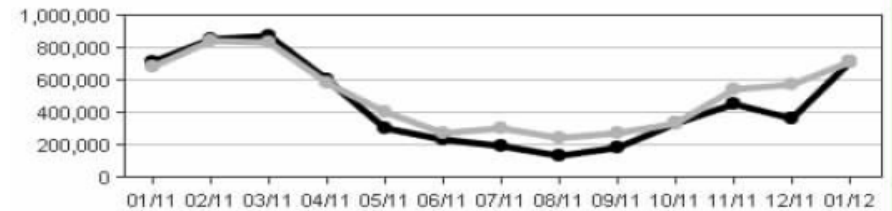
### Rounds Played

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



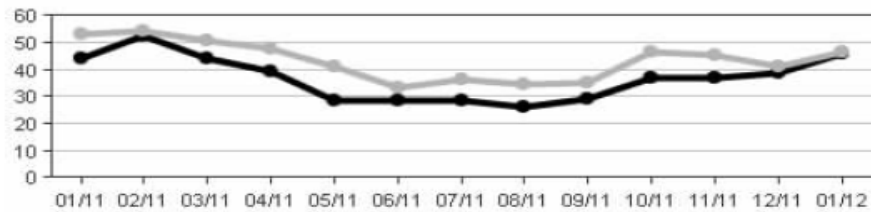
### Revenue

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



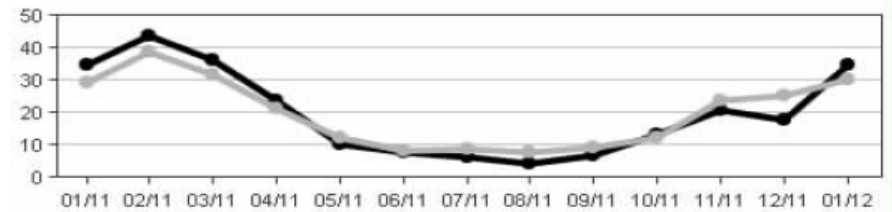
### RevPur (Revenue per Utilized Rounds)

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



### RevPATT (Revenue per Available Tee Time)

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



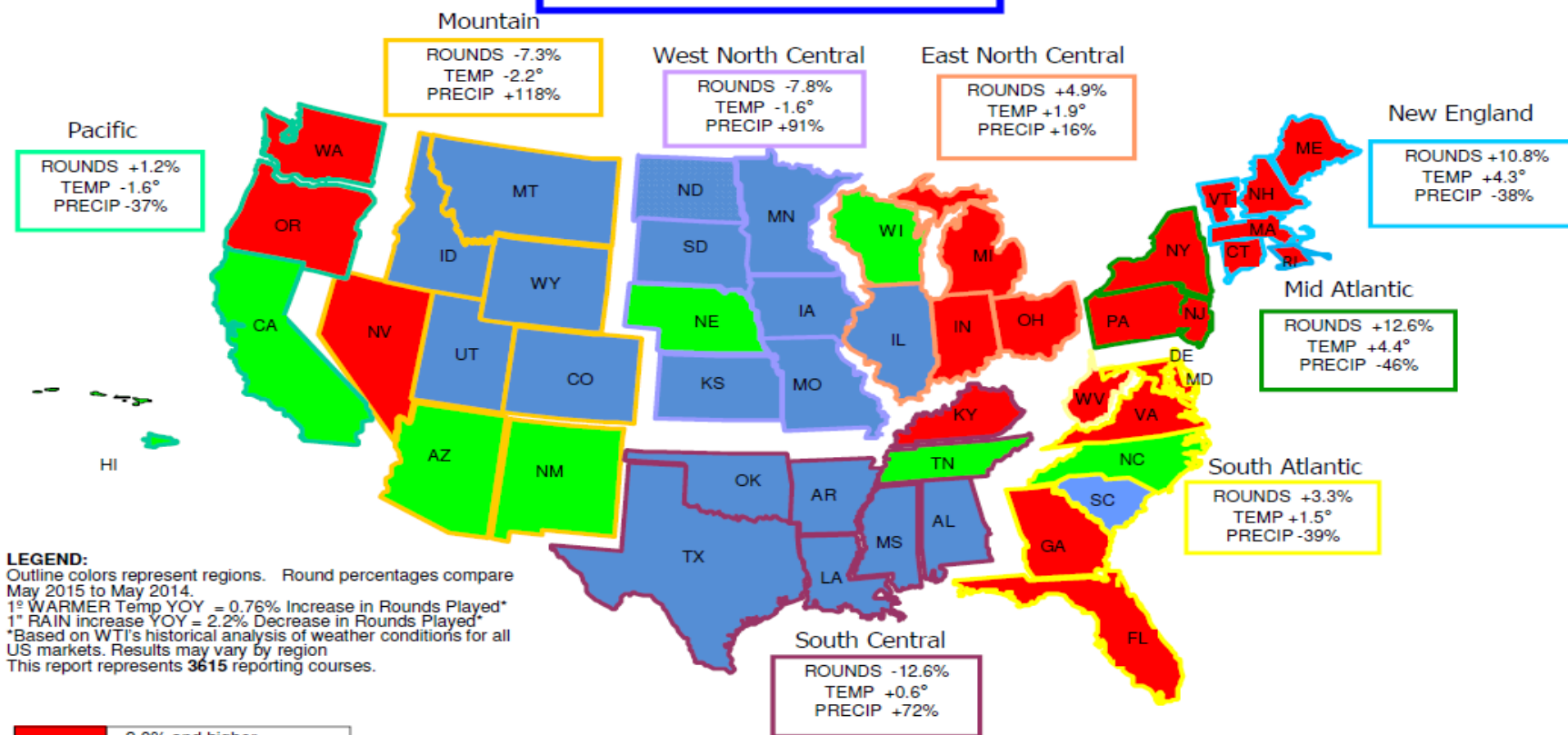
### Notes:

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



# NATIONAL GOLF ROUNDS PLAYED REPORT

**U.S. TOTAL**  
**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

**NGF**  
NATIONAL GOLF FOUNDATION

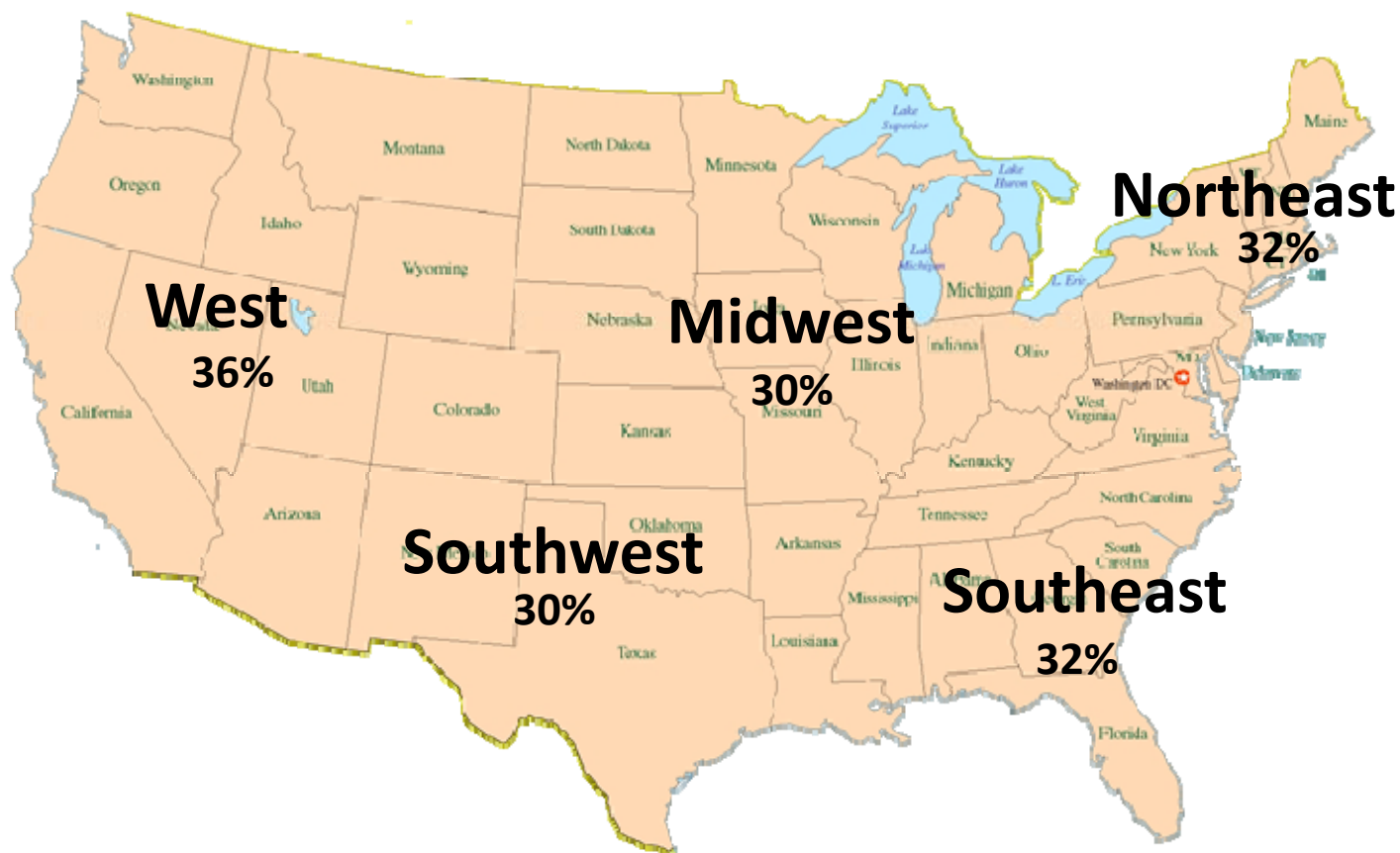
**GOLF**  
**Datatech** L.L.C.

**WTI**  
WEATHER TRENDS  
INTERNATIONAL

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



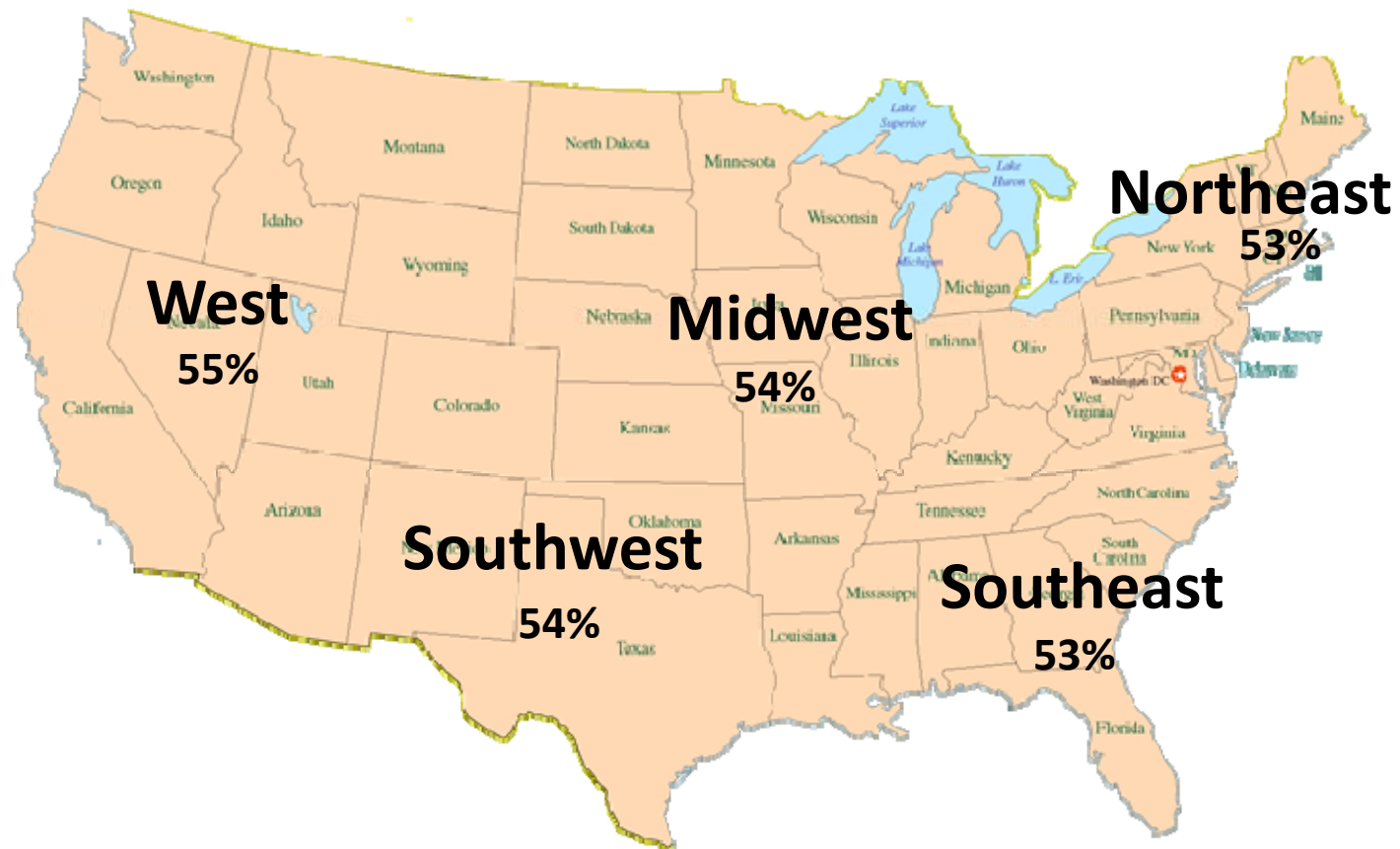
Course Maintenance as a  
Percentage of Available Cash  
National 31%

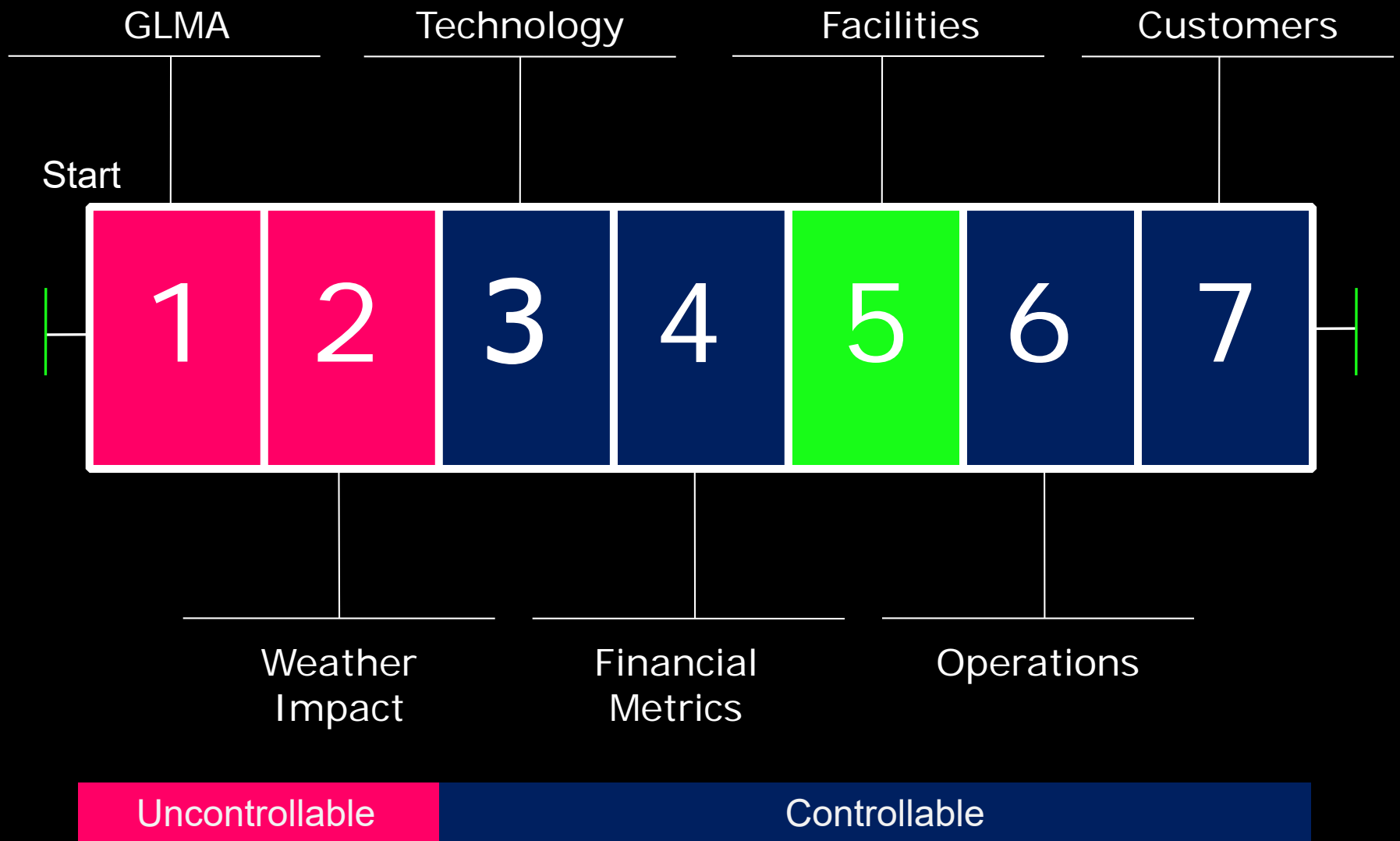




PARTICIPATION • KNOWLEDGE • SUCCESS

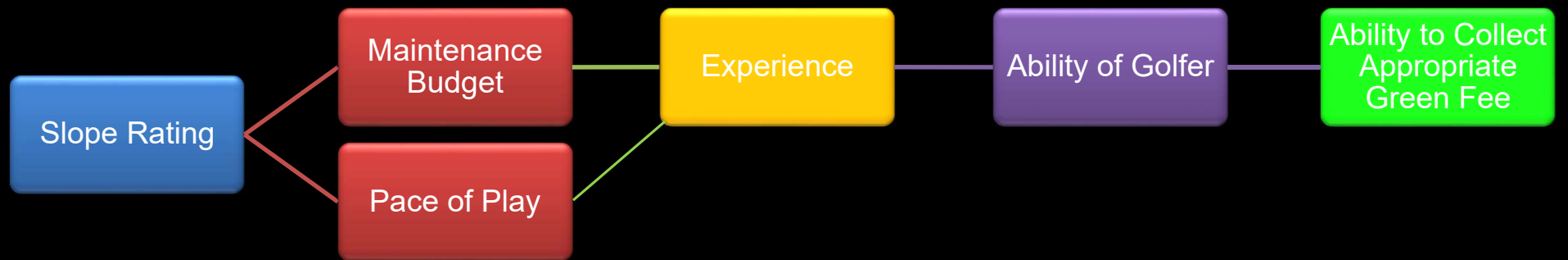
## Payroll as a Percentage of Operating Revenue National 54%





# 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)

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

Paste Cut Copy Format Painter Clipboard


Calibri 26 A A B I U Font

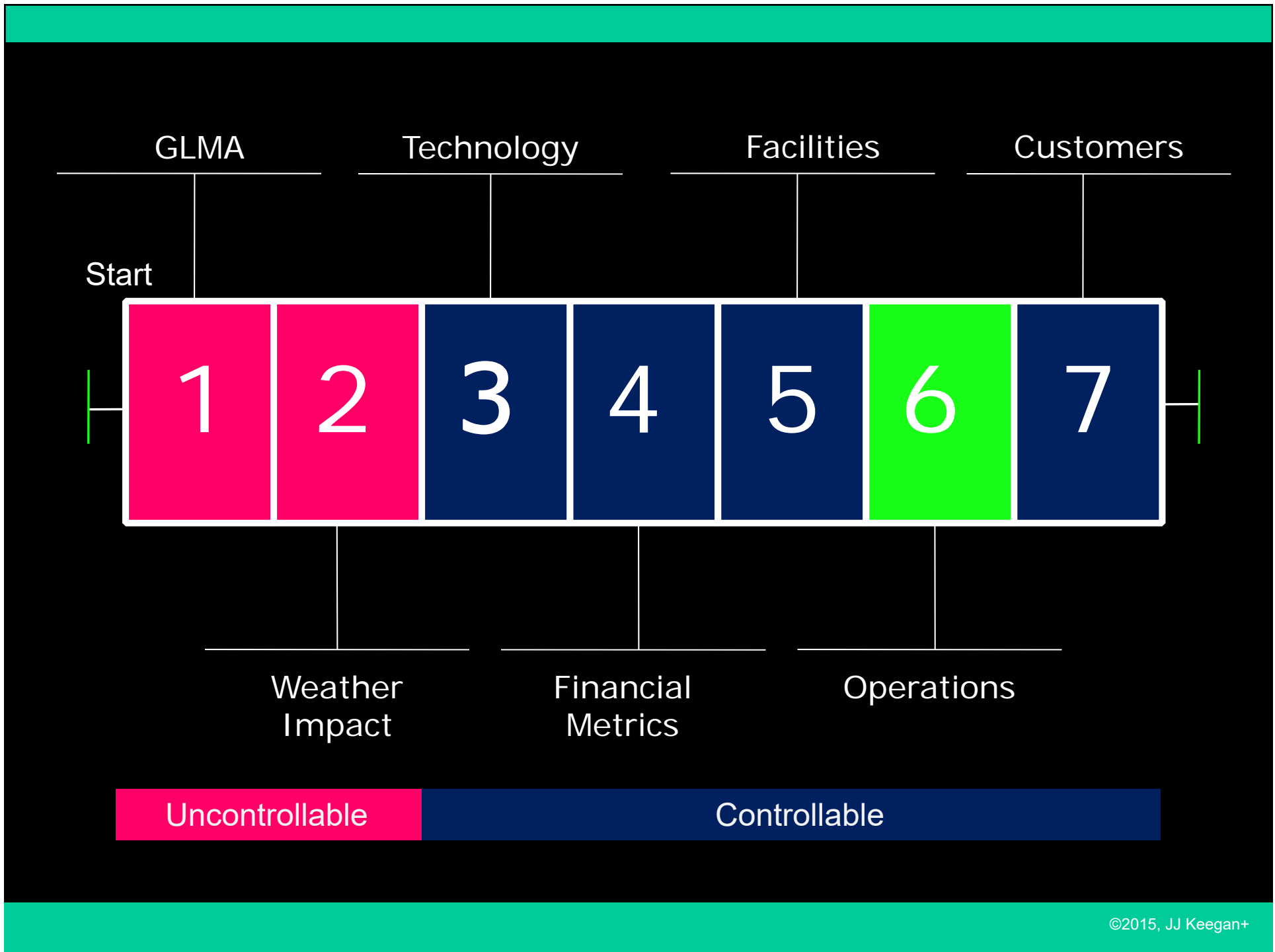
Wrap Text Merge & Center Alignment

General \$ % Number

Conditional Formatting Format as Table Check Cell

H21								
<b>Golf Course - Estimated Deferred Capital Expenditures: Conservative Approach</b>								
<b>Golf Course Name:</b>				<b>Based on Maximum Life</b>	<b>Input Field</b>	<b>Automatic Calculation</b>		
<b>Component</b>		<b>Years Minimum</b>	<b>Years Maximum</b>	<b>Estimated Cost to Replace</b>	<b>Years Since Asset Replaced</b>		<b>Annual Capital Reserve</b>	
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	
<b>Instructions:</b> To complete schedule, merely enter in column "F" the number of years since the golf course component has been replaced.								

	A	B	C	D	E	F	G	H	I	J
1	 <b>Golf Convergence</b> <i>strategists - ensuring your vision becomes reality</i>									
2	Season Length—Weeks/Mont	34	8						To complete:	
3	Task	Daily	Monthly	Yearly	Hours Per Task	Total Hours				
4	Administration	Record Keeping	7		1	238.00			B1	Enter the
5	Bunkers	Rake	7		20	4,760.00			C1	Enter the
6	Cart Paths	Cart Paths	7		20	4,760.00			C3 - F45	Enter the
7	Clubhouse	Clubhouse Grounds	7		5	1,190.00				
8	Course	Cl. Irrigation	5		10	1,700.00			Note that by entering the data as specified, the worksheet should	
9	Course	Irrigation Repairs	3		16	1,632.00			should automatically calculate the annual labor hours invested	
10	Course	Trimming	5		16	2,720.00				
11	Course	Overseed/Topdress Areas	3		5	510.00			Row 1 Completed as Example: Course is maintained 32 weeks per year	
12	Course	Fungicides		8	5	320.00			for 8 months in which record keeping occurs daily for 1 hour per day.	
13	Course	Herbicides		8	8	512.00			Please change to fit your circumstances and then enter rest of data.	
14	Course	Insecticides		6	8	384.00			While it may seem tedious and not a valuable exercise, the end	
15	Cutting	Greens				0.00			result is priceless. It helps you ascertain the proper staffing levels	
16	Cutting	30" Collar				0.00			and gives you an appreciation for all the tasks accomplished by the staff	
17	Cutting	Tees	5		8	1,360.00				
18	Cutting	Fairways		2	8	128.00			Note that "daily, monthly, and yearly" represented the frequency	
19	Cutting	First Cut			1	32.00			on which a task is performed. For example, if you verticut greens	
20	Cutting	Roughs	7		8	1,904.00			twice per month, you would enter (in this example), 8 months times	
21	Cutting	Native Areas	7		4	952.00			2 for a total of 16 occurrences of that task.	
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	200.00				
26	Equipment	Maintenance			2	150.00				
27	Greens	Pins			1	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				
39										
40										
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				
48										



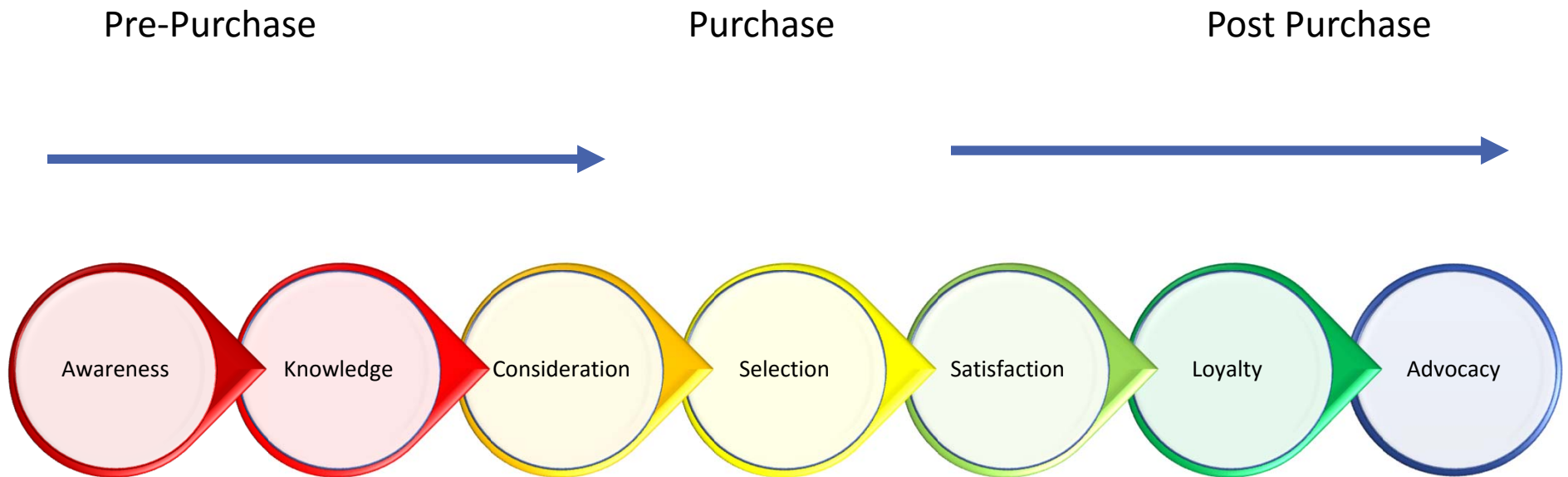
# 6

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

# The Assembly Line of Golf

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

# Creating a Sustaining Brand



## Drivers The Influence Customer Loyalty

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

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

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





# Golf Convergence

strategists - ensuring your vision becomes reality

54%

YOUR GOLF COURSE SCORE, AS A PERCENTAGE.

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

Step 1 - Reservations

Description

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



Cover

Registration

Secret Shopper





# Golf Convergence

strategists – ensuring your vision becomes reality

**\$124.30**

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

Select

Course Type

Municipal

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

Step 1 - Slope

Description

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

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

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

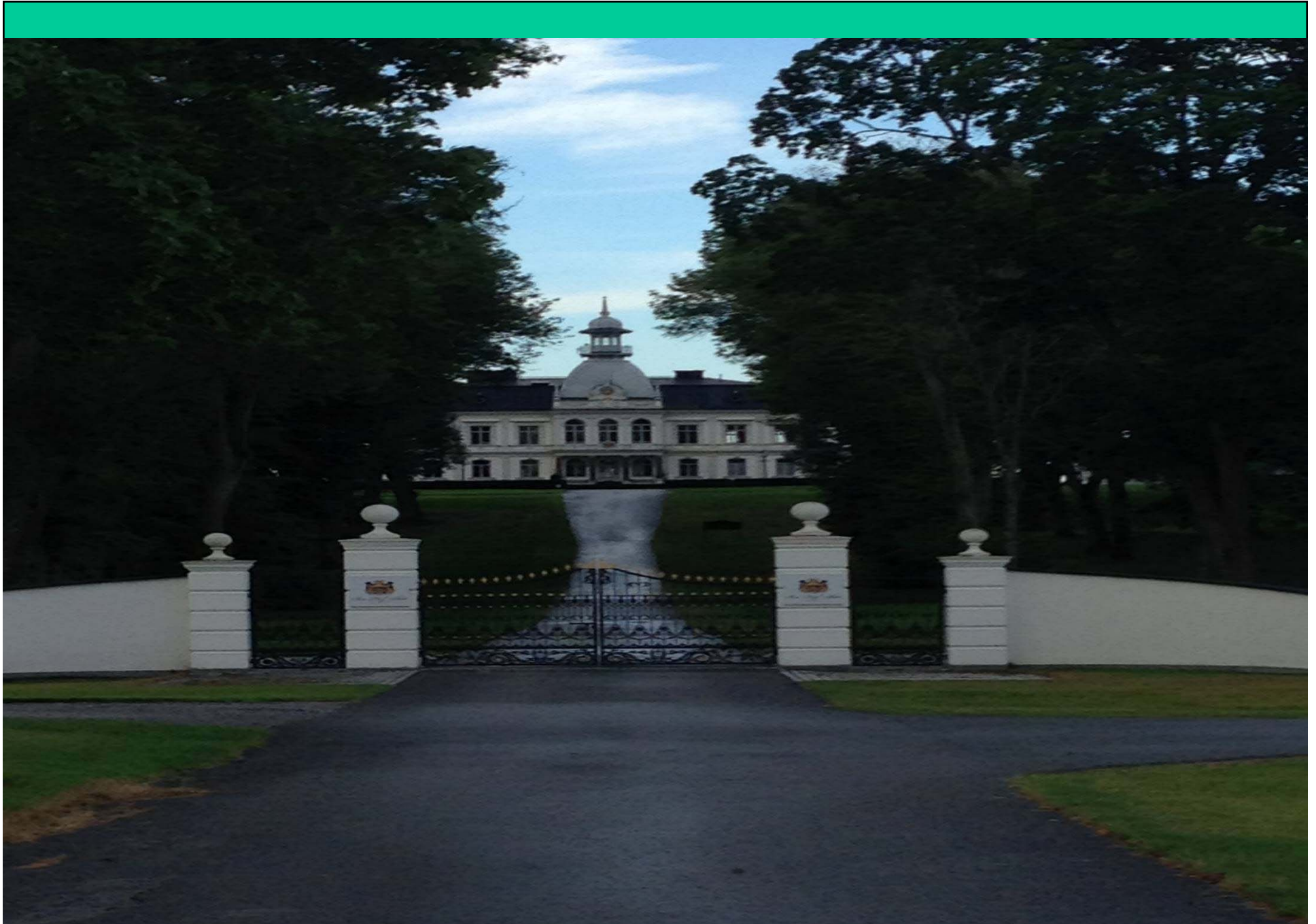
Registration

Value



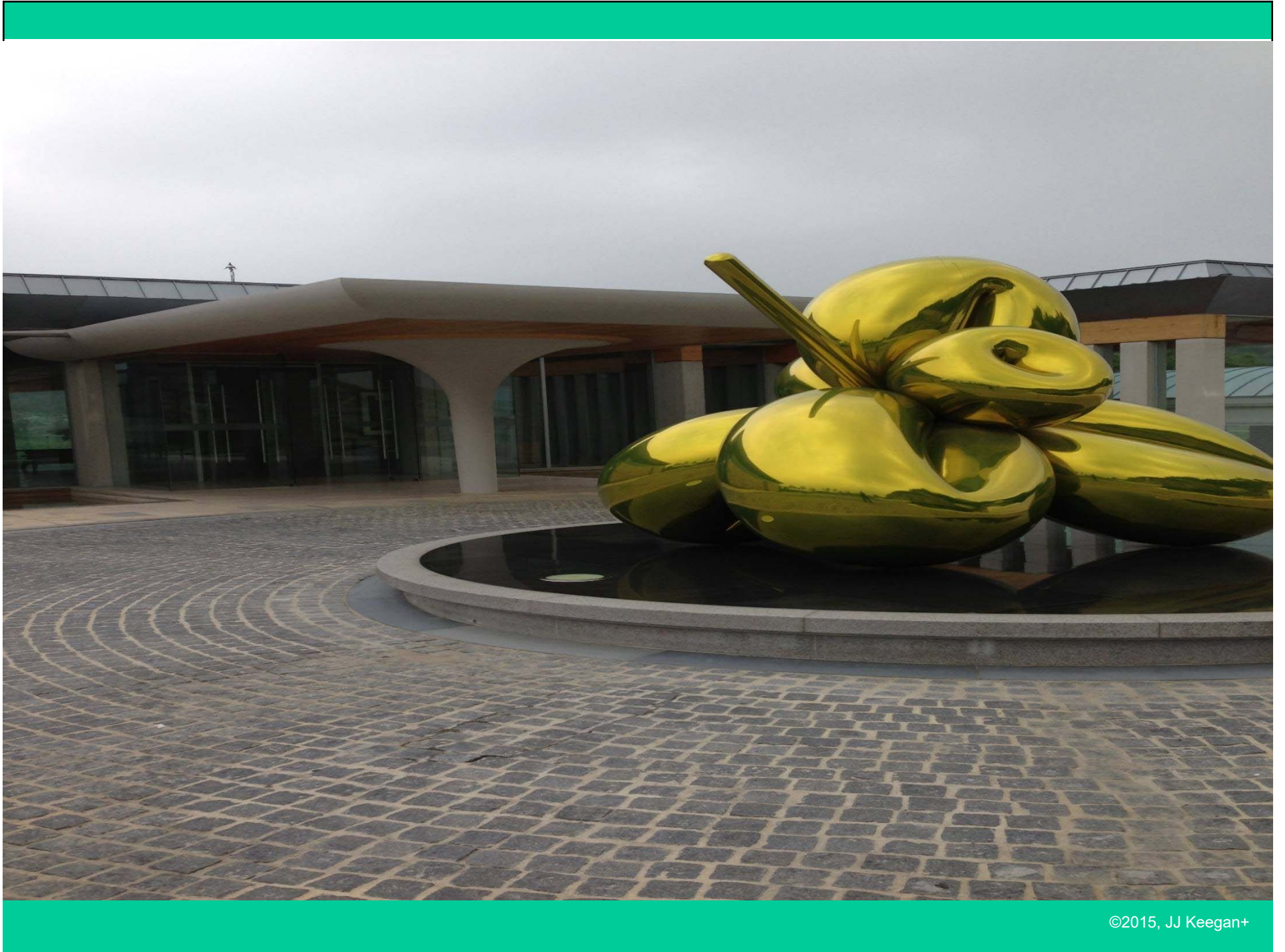












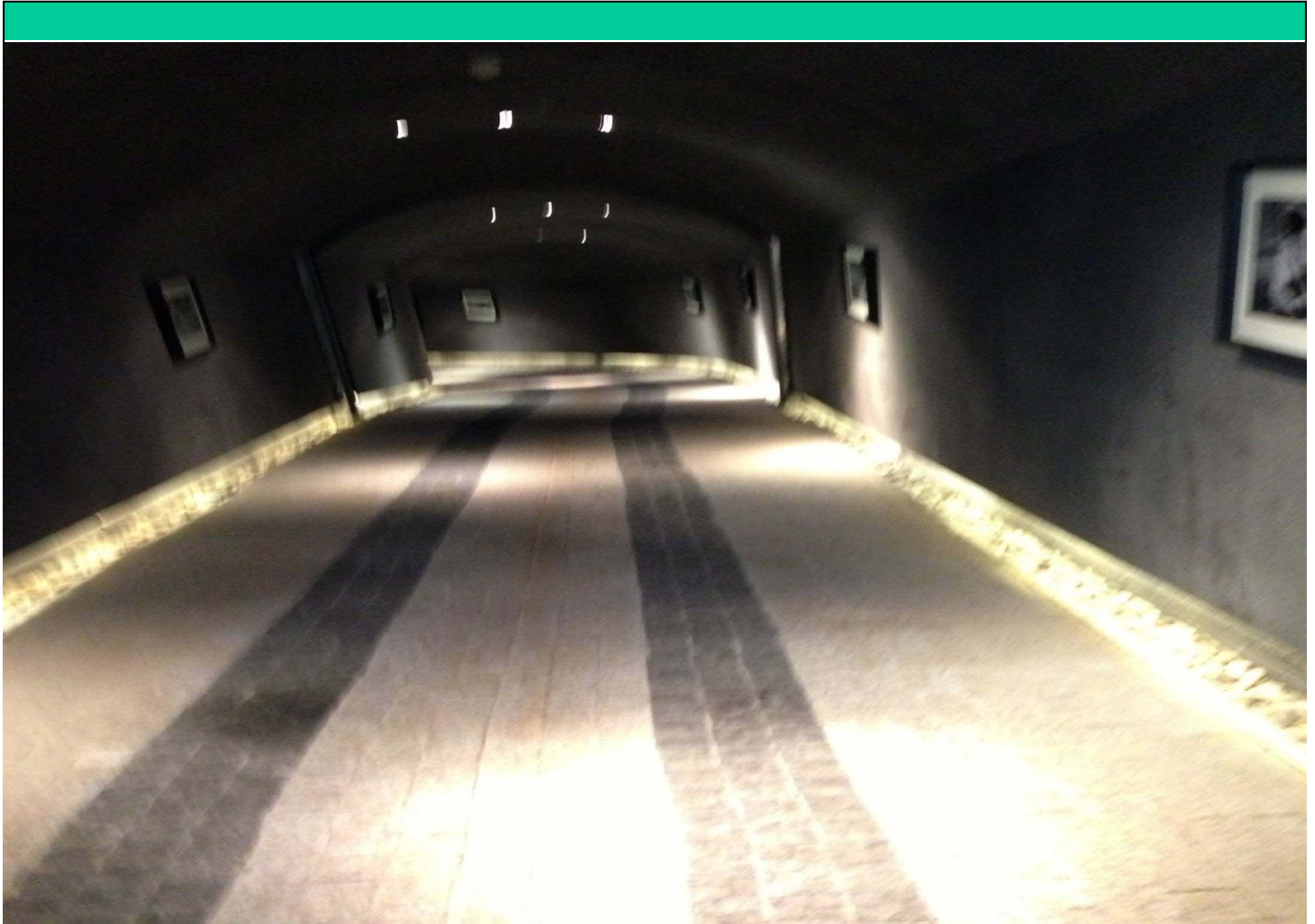




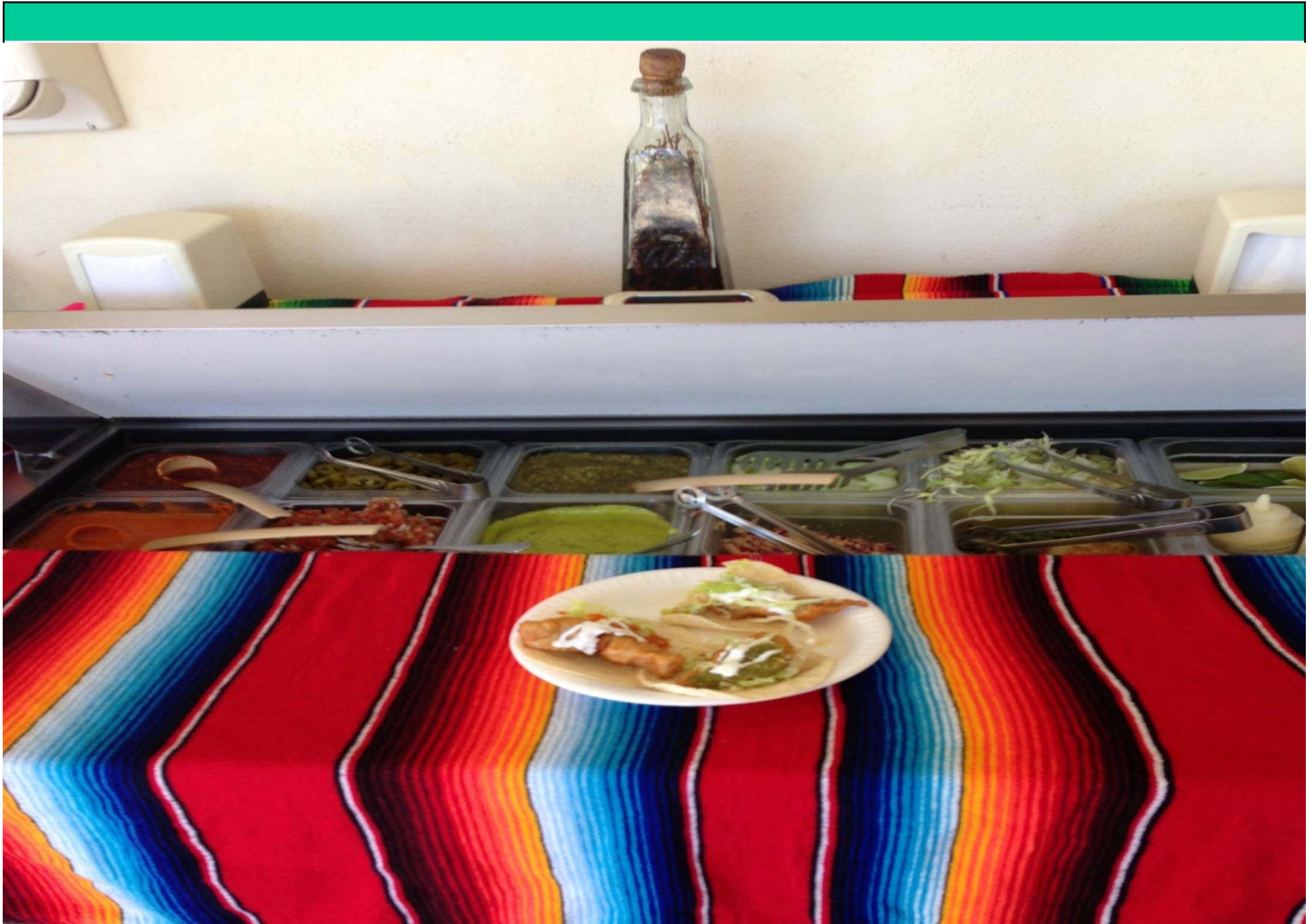








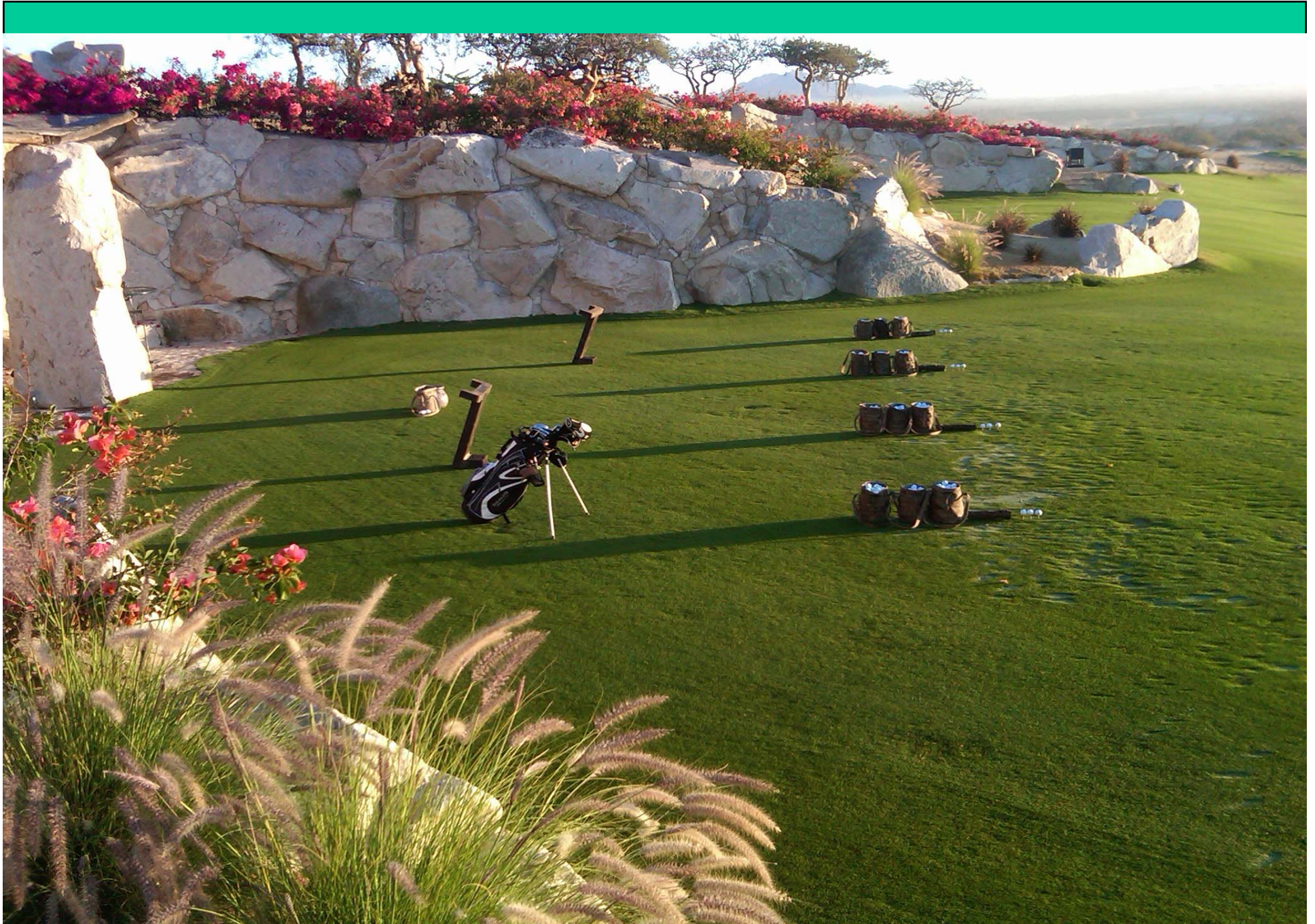


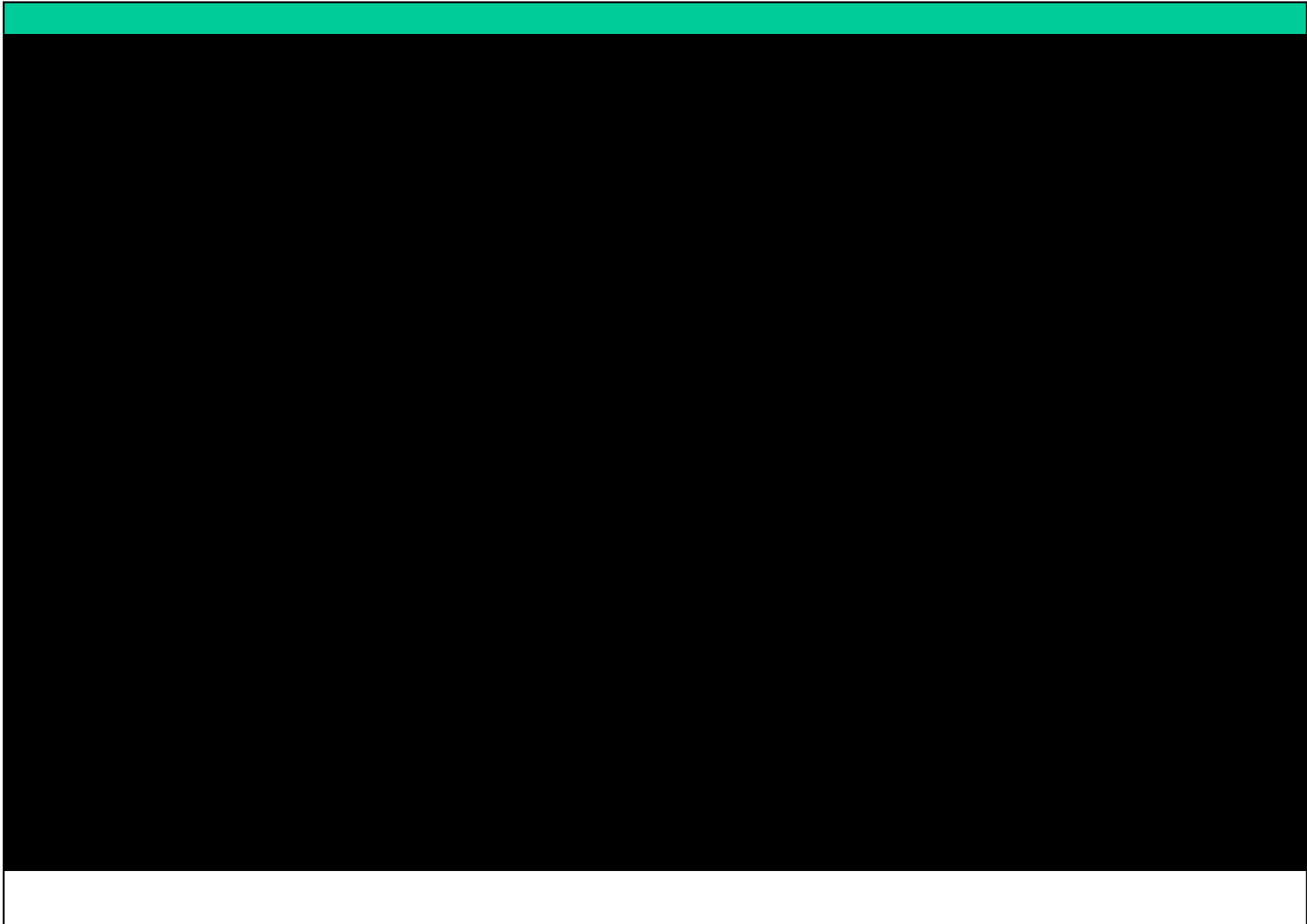




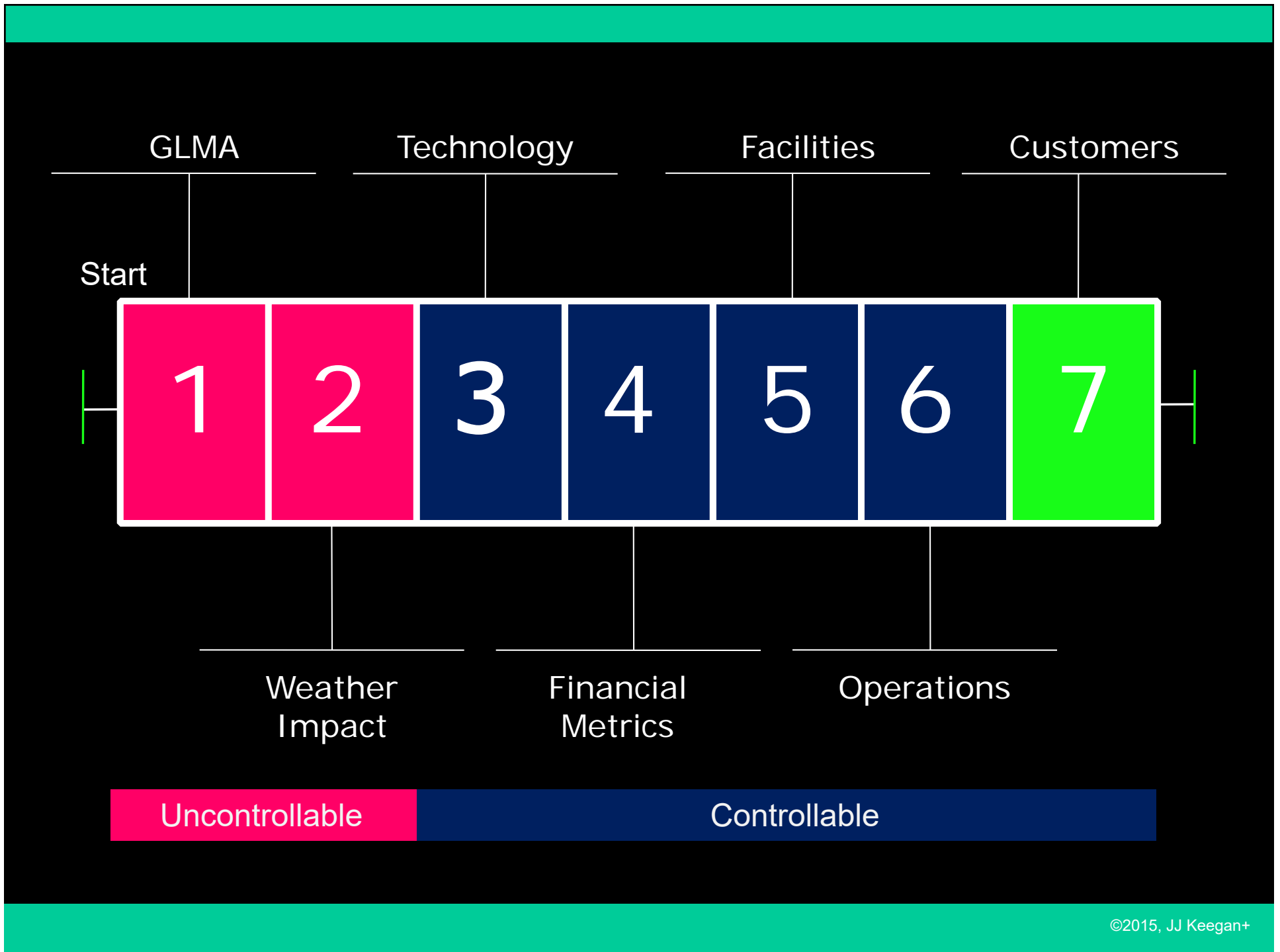














# 7

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

**Value = Experience - Price**



A close-up photograph of a white golf ball resting on a lush green lawn. The grass is vibrant and detailed, with some blades in sharp focus and others blurred in the background. The lighting is bright, suggesting a sunny day. The overall image has a teal header and footer.

# Experience > Price

## Financial Prosperity





# Price > Experience

May you rest in peace



**Experience = Net Income + Capital Inv't.**

# 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)

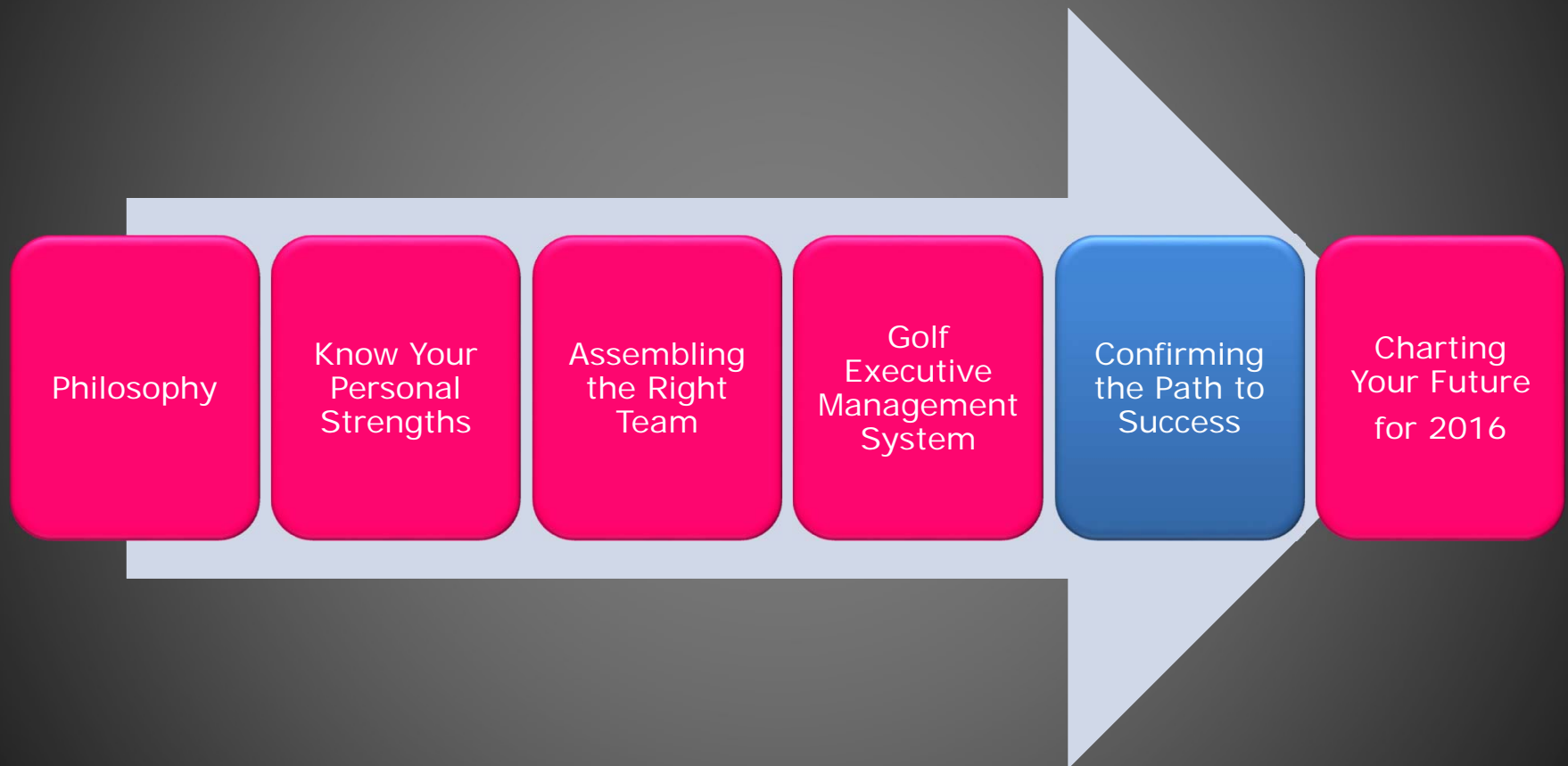
10 + 9 - 6 - 5 - 4 - 3 - 2 - 1 - 0

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*

800 Radio Road  
Charlotte, NC 28216

(704) 236-3921 (cell)

(866) 552-9988 (fax)

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

# Does the Process Work?

## Participant Response

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



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

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

[jim@satxgolf.com](mailto:jim@satxgolf.com) - Email  
(210) 853-2261 Office  
(210) 268-5110 Cell

# Does the Process Work?

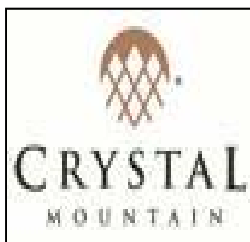
## Participant Response

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!!

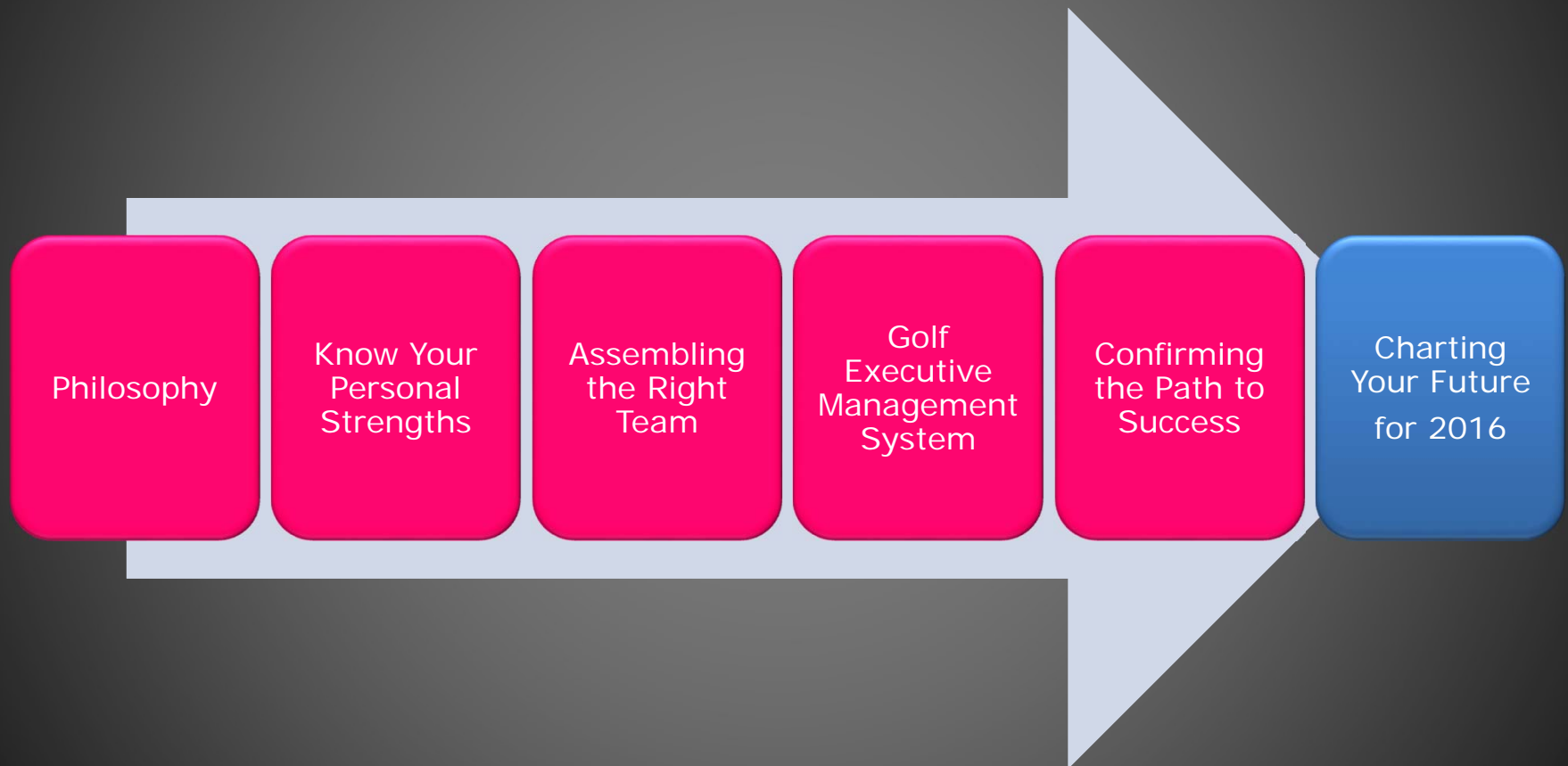


Brad Dean | Director of Golf  
p: 231.378.2000 x4001  
f: 231.378.4757  
e: [braddean@crystalmountain.com](mailto:braddean@crystalmountain.com)

Crystal Mountain  
12500 Crystal Mountain Drive  
Thompsonville, MI 49683-9742  
[www.crystalmountain.com](http://www.crystalmountain.com)

# 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

# What's Important Now





# Complimentary Resources

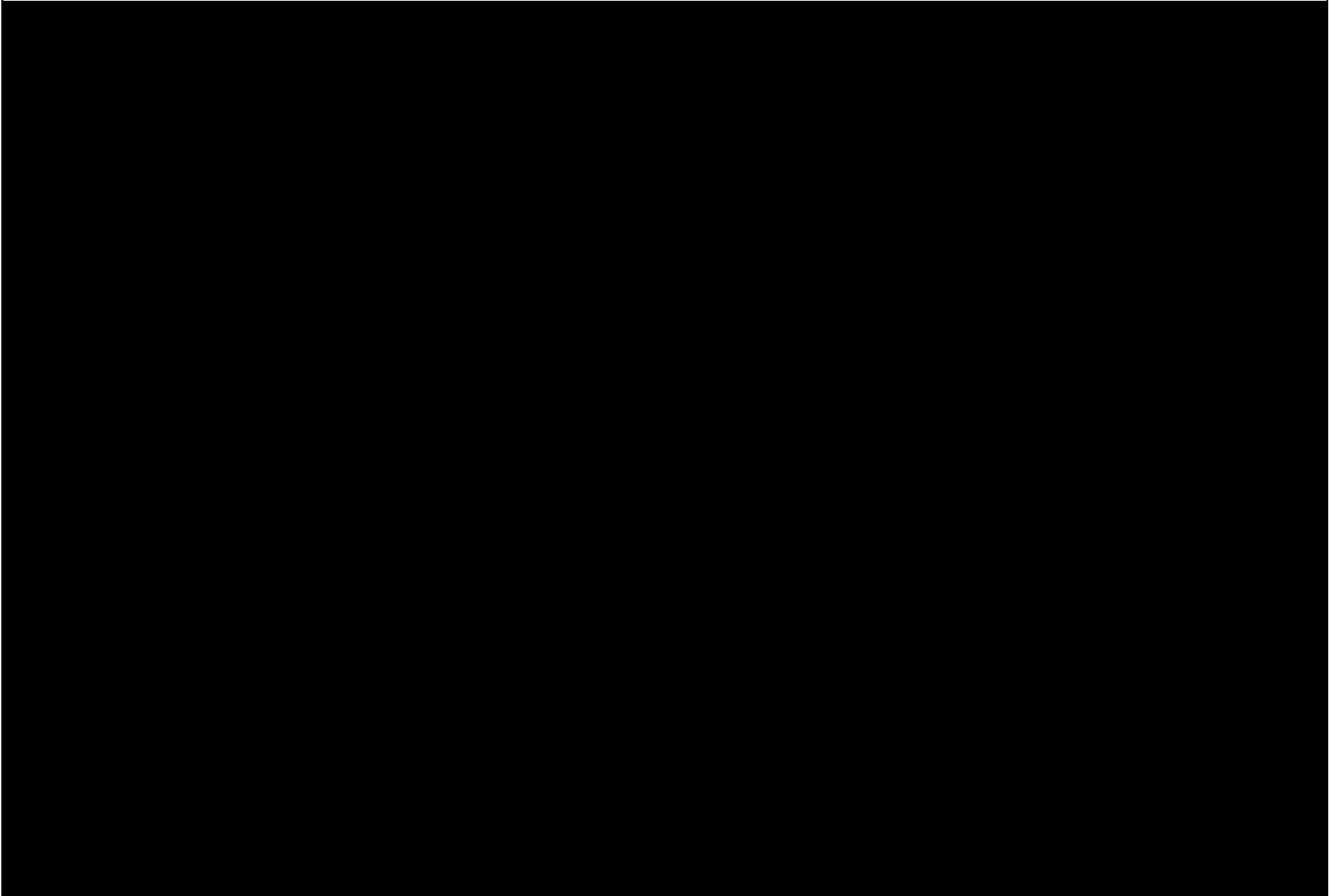
**Daily** - I publish trends and news daily ([golfconvergence](#)) via Facebook, Twitter, and Linked.

**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



J. J. Keegan, Maestro  
4215 Morningstar Drive  
Castle Rock, CO 80108  
t 303-283-8880  
c 303-596-4015  
[jkeegan@golfconvergence.com](mailto:jkeegan@golfconvergence.com)