



REGISTER NOW NECCOA ANNUAL MEETING & CONFERENCE

Tewksbury CC - November 16 ▶



2016 ANNUAL MEETING - REGISTRATION



The NECCOA is trying a new venue for our Annual Meeting -- Tewksbury CC. We are excited to announce our program includes: Joe Steranka, JJ Keegan, and Mike Ketterman. Join us for what will prove to be a very informative day. [Read More »](#)

NGCOA AWARDS DEADLINE - NOV 1



While our chapter COY deadline has come and gone-- there are still awards to compete for with the NGCOA Player Development, Award of Merit, & Jemsek to name a few. [Read More](#)



J. J. KEEGAN: MY PASSION

CREATE VALUE FOR GOLFERS

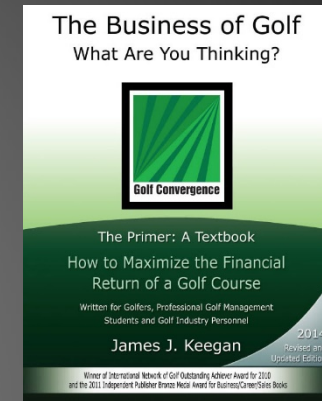
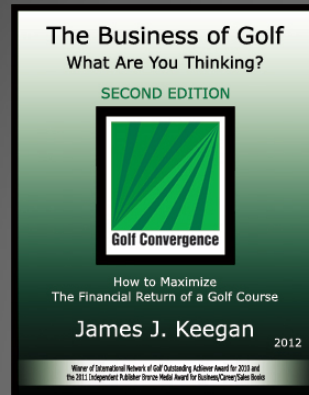
ON A FOUNDATION THAT ENHANCES THE FINANCIAL PERFORMANCE OF A GOLF COURSE.



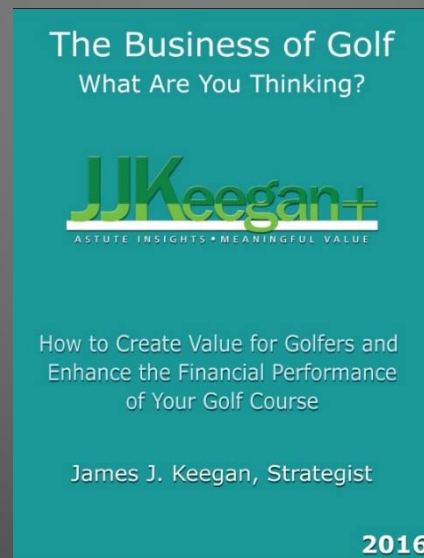
- ◆ Golf Strategist – **11** years including 7 months as GM operating golf course for client.
- **2016** Client Engagements:
 - Municipalities** - Cities of Albuquerque, Arlington, Baltimore, Brookings, Enid, Minneapolis Park Board, Round Rock, South Bend, Superior
 - Daily Fee** – Cutter Creek, Cypresswood, Plum Creek, Silver Creek, Sun City Summerlin
 - Private Clubs** – Craigowan, Green Meadow, Ravenna
 - Resorts** – Kokanee Springs
- Webinar Series: 20 golf course management teams operating 60 golf courses through a strategic planning process including: Baltimore, Bloomington, Brooklyn Park, Charlotte, Cedar Rapids, Columbus, Crystal Mountain Resort, Fort Worth, Oak Creek/Pelican Hills, Pine Meadow, San Antonio, Virginia Beach, participated.
- ◆ CEO - Fairway Systems: Golf Management Software – 1989 to 2005 (450 golf courses, 7 countries)
- ◆ Memberships: GCSAA. Formerly member of NGF, NGCOA and CMAA.
- ◆ Speaker: NGCOA – Canada, Golf Course Superintendents Association, NRPA, Golf Course Builders, PGA Sections including Wisconsin
- ◆ Webinar Host: Clemson University, Keiser College, Holland College, Golf Academy, Professional Golfers Career College, University of Incarnate Word
- ◆ 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 & Licensing: BBA – TCU, MBA – University of Michigan, CPA – Inactive, Caddie Scholar

The Business of Golf – Series

6,011 Copies Sold – 16 Countries – 15 Colleges' PGM Programs



Published August 17: 529 Copies Sold



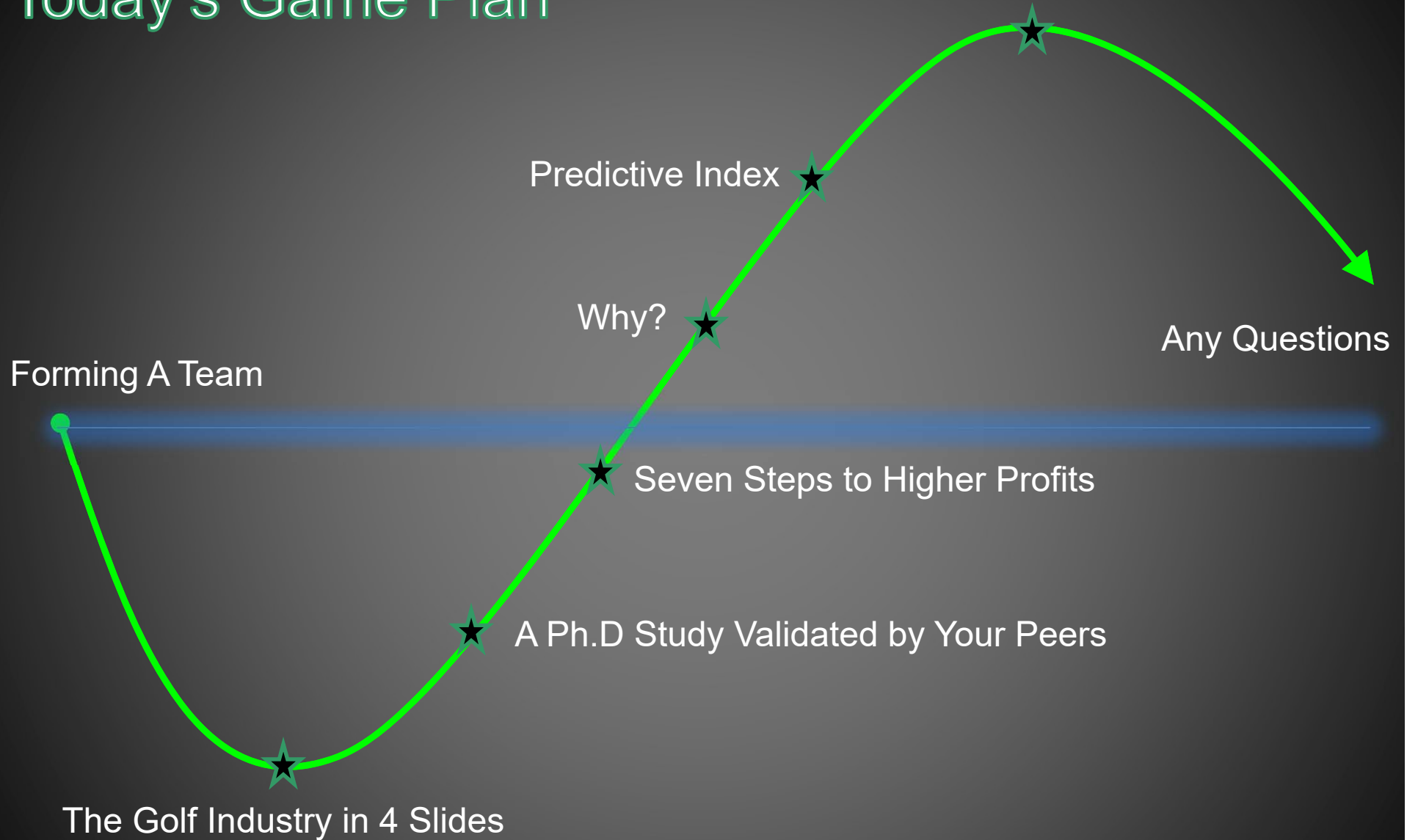


NEGCOA Fall Meeting The Winning Playbook November 16, 2016



Today's Game Plan

Easy Tools to Make You a Marketing Genius



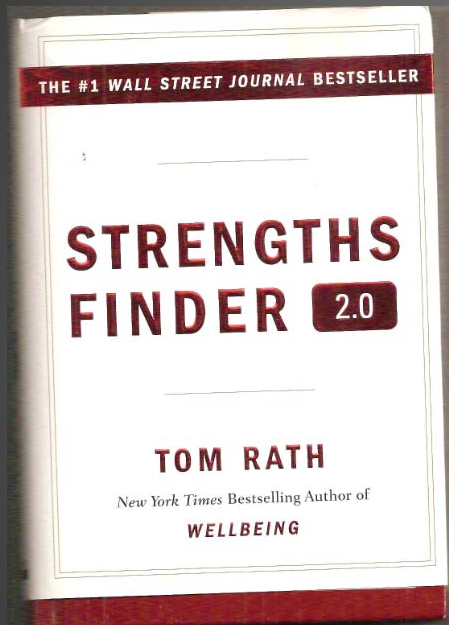
DID YOU KNOW

Our Goal Today
Is to Help You Increase
Your 2017 Income





33 Primary Strengths



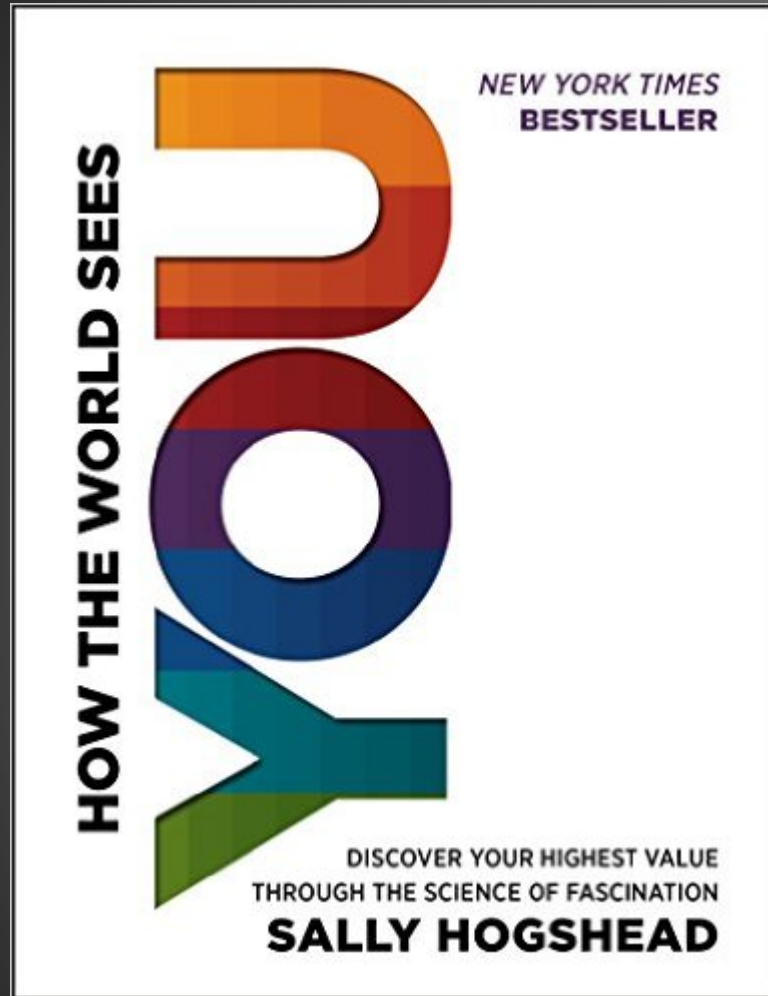
LEARNER

ACHIEVER

FOCUS

STRATEGIC

ANALYTICAL



MAESTRO

SECONDARY FASCINATION ADVANTAGE

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

PRIMARY FASCINATION ADVANTAGE

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

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

DID YOU KNOW

All You Need to Know
About Golf Industry in 4 Slides



SEEKING EQUILIBRIUM

GOLFERS PER 18 HEQ



Golfers/18HEQ

1,711

1,844

1,218

3,714

18HEQs

14,437

2,084

2,762

2,692



ALL U.S. GOLFERS

Number							
	1985	1990	1995	2000	2005	2010	2011
All golfers age 6+ (in millions)	19.5	27.4	24.7	28.8	30.0	26.1	25.7

Averages			
	Male	Female	Total
All golfers age 6+			
Age	41.7	40.7	41.5
HH income	\$85,700	\$82,400	\$85,100
Annual rounds	18.6	15.5	18.0

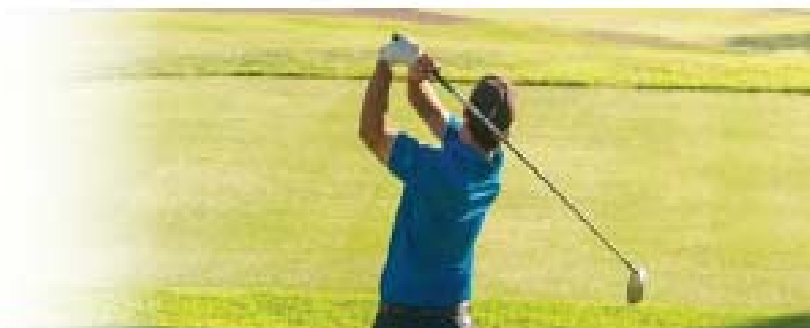


ALL U.S. GOLFERS

Number	1985	1990*	1995	2000	2005	2010	2012	2013
All golfers age 6+ (in millions)	19.5	24.2	24.7	28.8	30.0	26.1	25.3	24.7

* Average of 1989 and 1991

Averages	Male	Female	Total
All golfers age 6+			
Age	44.3	42.0	43.8
HH Income	\$91,400	\$91,400	\$91,400
Annual Rounds	19.8	15.4	18.8



ALL U.S. GOLFERS

Number						
	2010	2011	2012	2013	2014	2015
All golfers age 6+ (in millions)	26.1	25.7	25.3	24.7	24.7	24.1

Averages			
	Male	Female	Total
All golfers age 6+			
Age	42.9	37.0	41.4
HH Income	\$96,145	\$96,486	\$96,236
Annual Rounds	21.4	13.0	19.3

DID YOU KNOW

A Research Project



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.

Heuristic ([/hjuˈrɪstɪk/](#); [Greek](#): "Εύρίσκω", "**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.

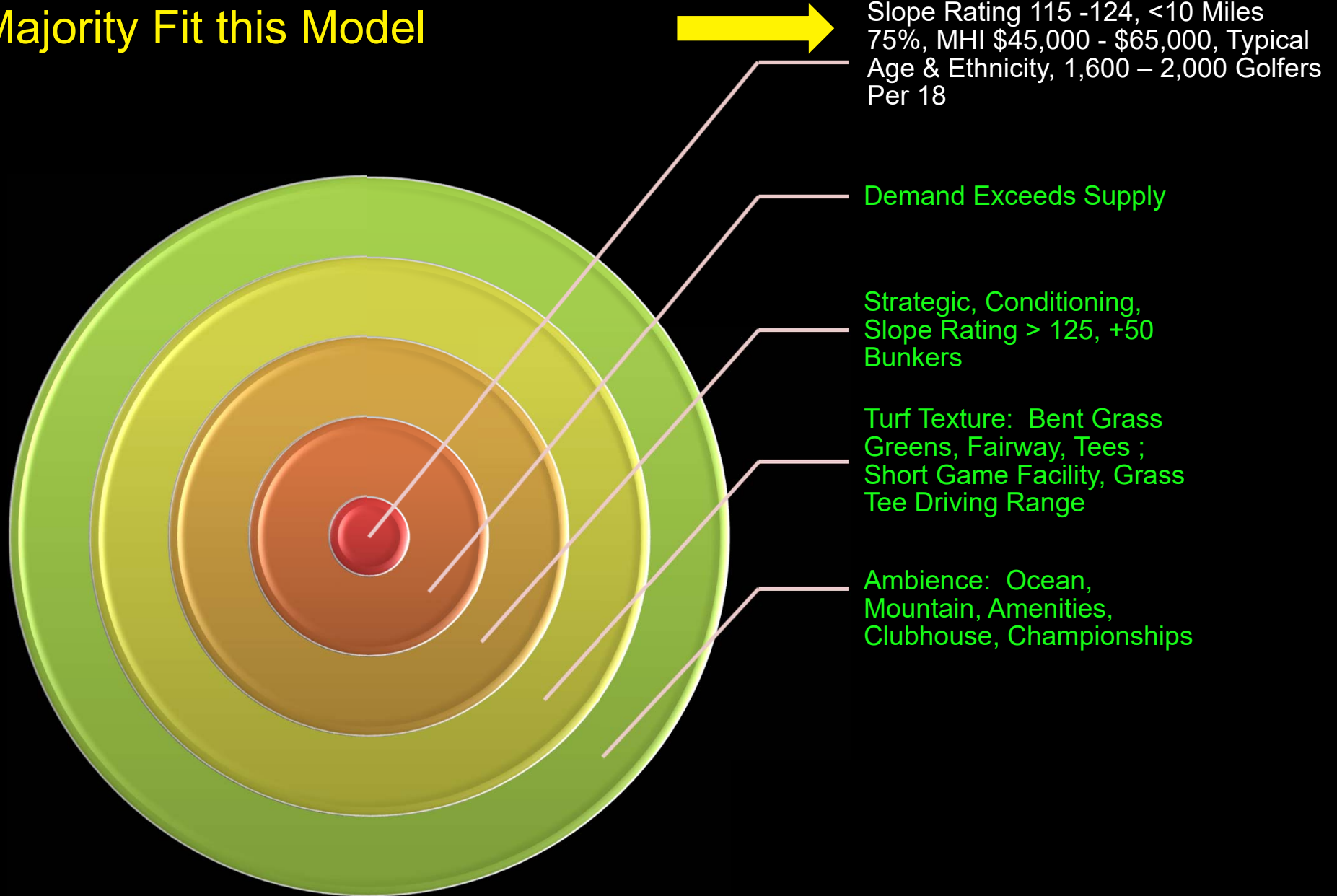
Observation #5 – Benchmarking to meaningful competitive statistics is haphazard.

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.

Majority Fit this Model



DID YOU KNOW

7 Steps to Greatness

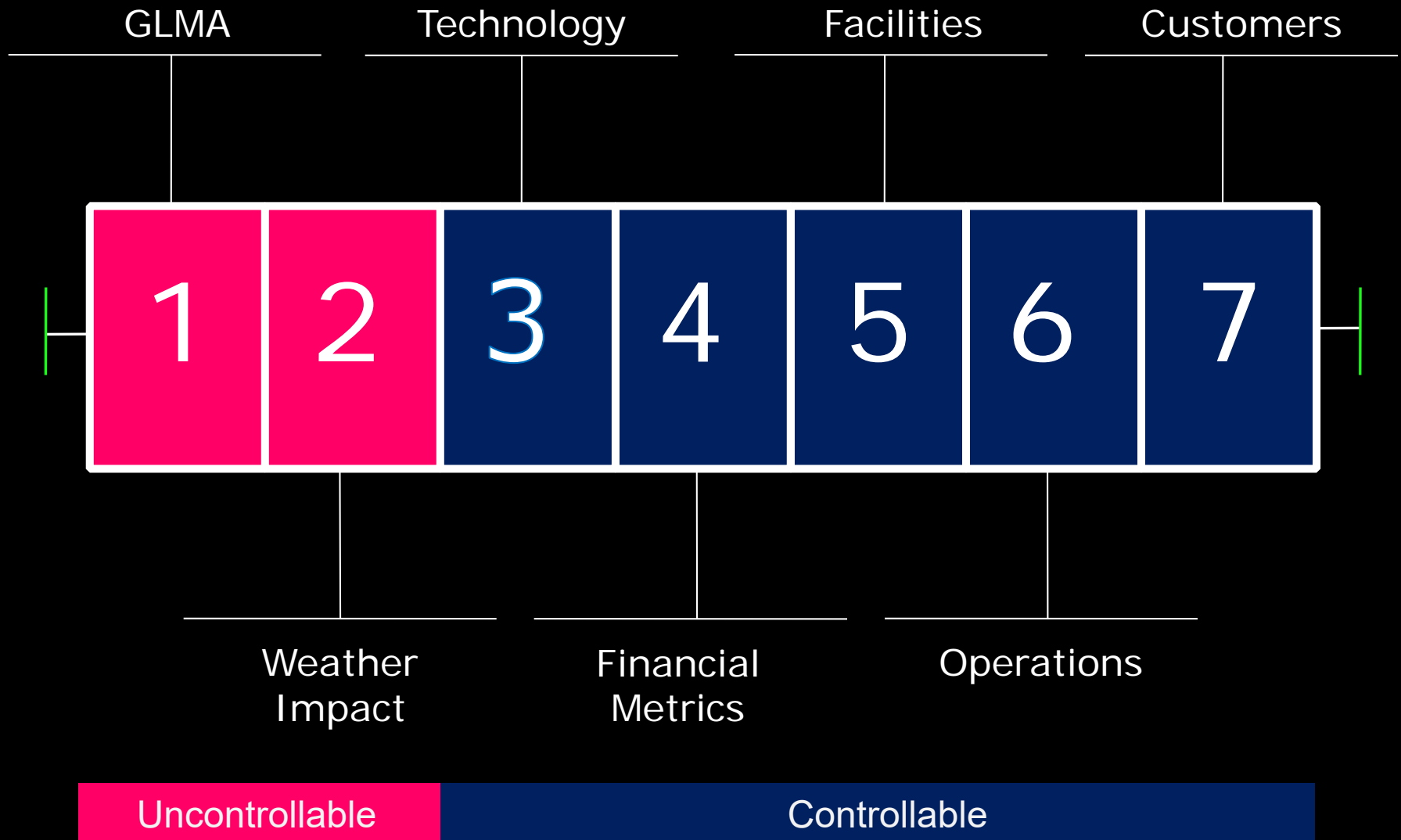


“In the beginner's mind there are many possibilities, in the expert's mind there are few.”

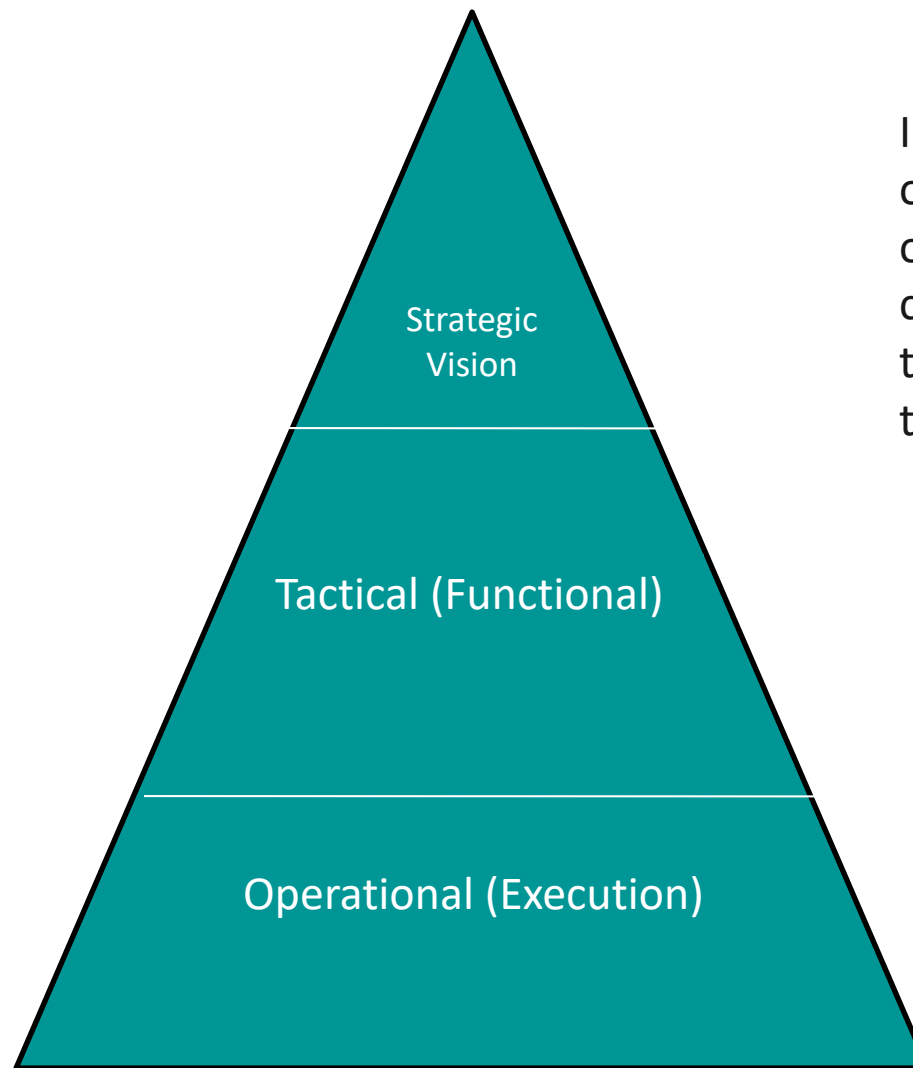
—Shunryu Suzuki



Golf Executive Management System

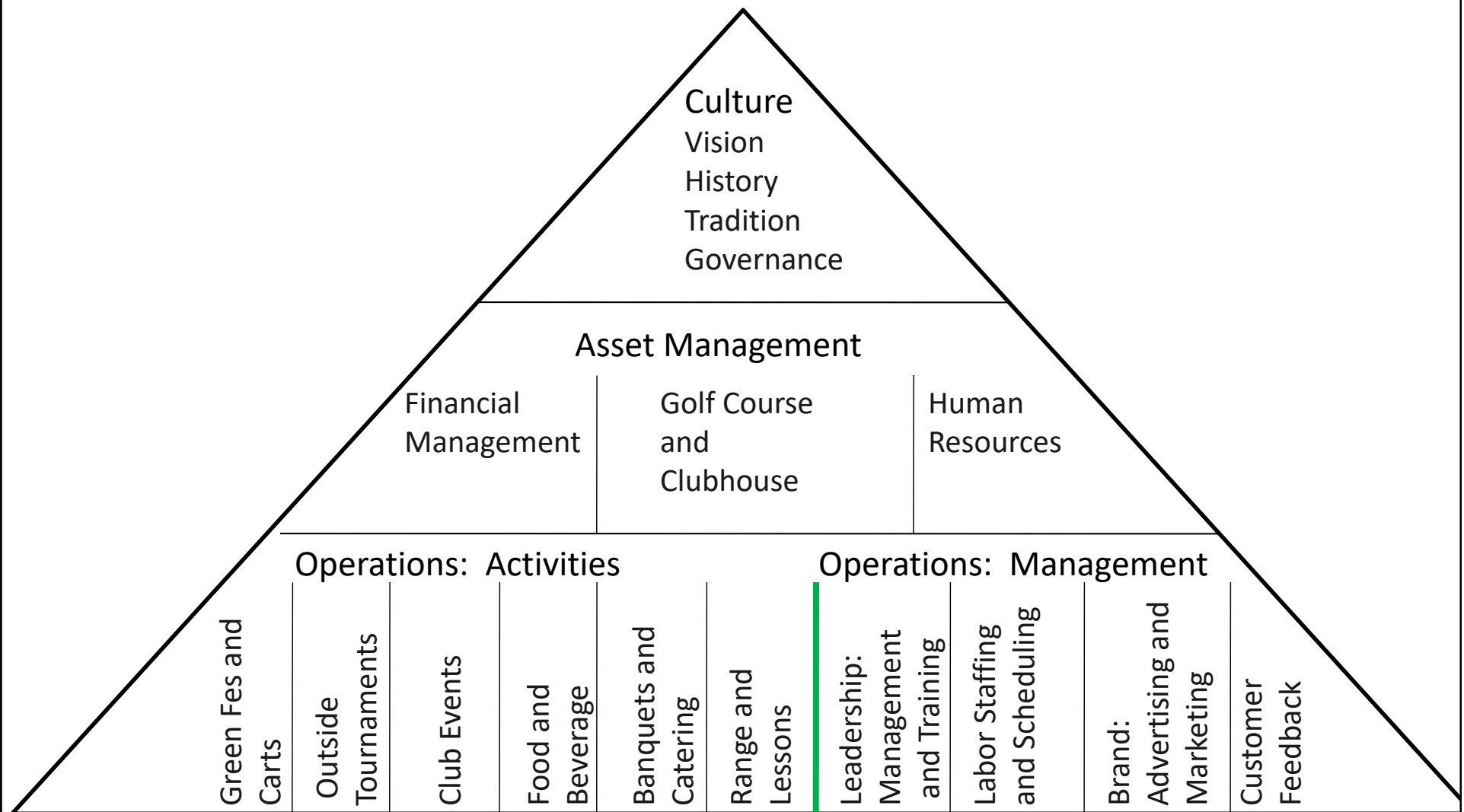


A Strategic Plan

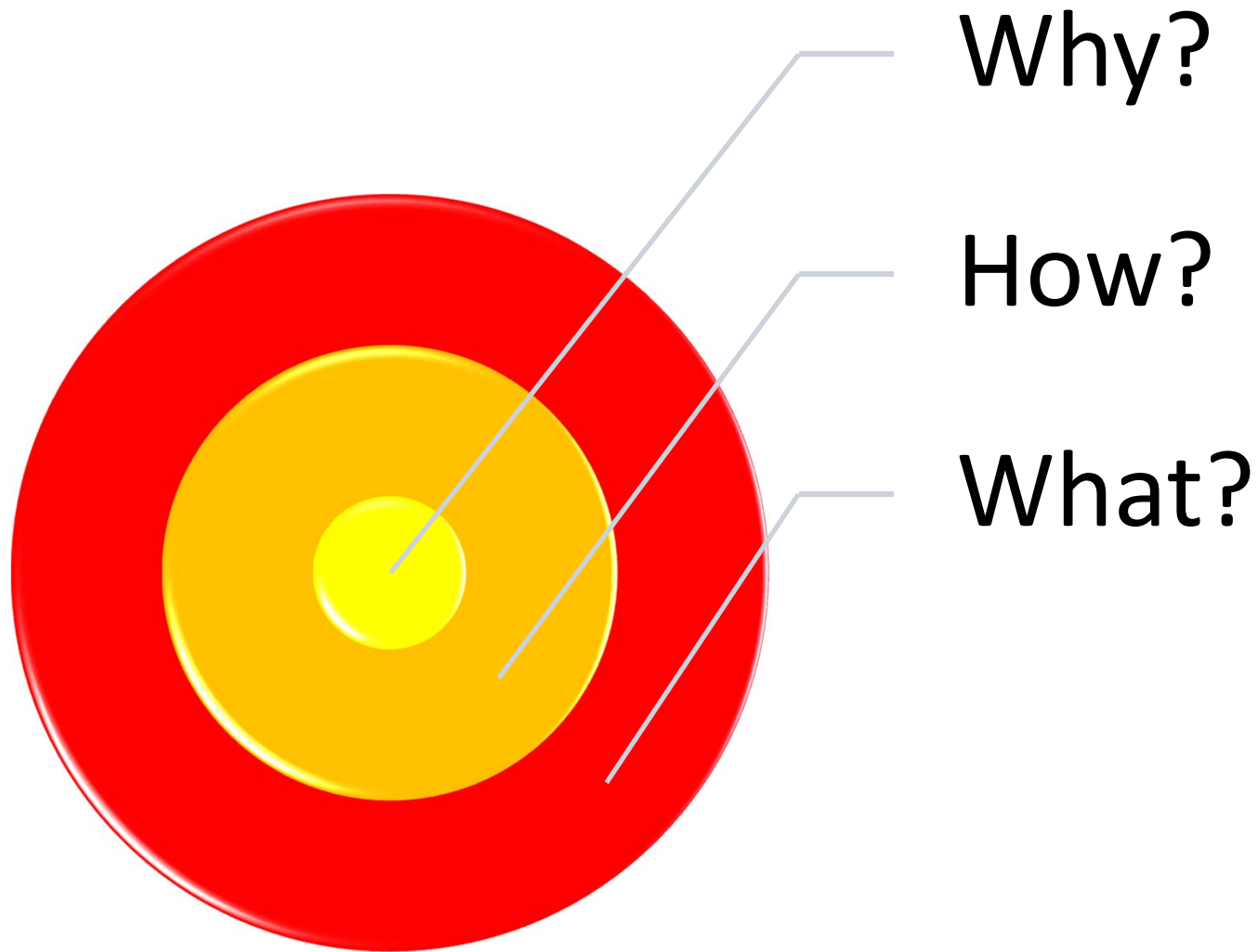


In a well-managed operation, every operational decision can be traced up to the tactical plan and up to the strategic vision.

A Strategic Plan



The Golden Circle of Communication™
Simon Sinek



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

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

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

Few companies are able to clearly articulate WHY.

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

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

PITTSBURGH BLUE[™] STEAKHOUSE



- STEAK
- SEAFOOD
- BAR

A PRAISOLE RESTAURANT



What Is “Pittsburgh Blue?”

It’s the way steelworkers used to eat their steak: charred black on the outside, cold and raw on the inside.

Some say the men cooked the steaks themselves, throwing slabs of meat directly onto the steelworks’ soot-blackened furnaces. Others claim that the laborers, fresh off a grueling 12-hour shift, would head to the bars for their favorite food, but were so hungry they didn’t have the patience to wait for the steaks to be cooked through.

(Today, ordering a steak “Pittsburgh Blue” is chiefly a way to stump your server. Or to get them to congratulate you on your courage – then advise you to reconsider your choice.)

We are Pittsburgh Blue.

We're a steakhouse for people who work hard and want to enjoy the rewards of a superbly flavorful steak, deep booths and a deeper wine list, a bar that makes everything better, and the kind of service everybody deserves but hardly ever receives.

So kick back and loosen your belt. You're about to eat very, very well.



NEWTON COMMONWEALTH
GOLF COURSE

[COURSE](#)[GOLF](#)[RATES](#)[LEAGUES](#)[GRILL](#)[GALLERY](#)[CONTACT](#)

Newton Commonwealth

[View Other SGM Courses](#)

Golf as it was meant to be.

[BOOK ONLINE HERE](#)

WE WILL HAVE TEMPORARY TEES ON THE 3RD AND 4TH HOLES FOR REMAINDER OF THE SEASON.

Newton Commonwealth Golf Course is a beautiful, exceptionally groomed, 18 hole public course located just minutes from downtown Boston. 1997 marked the centennial anniversary of the club, which was redesigned in 1920 by the renowned architect, Donald Ross. It offers a short, but challenging round of golf featuring quick greens and relatively narrow fairways. Course management is essential, as many a big hitter has discovered, with water and sand bunkers appearing frequently.

The course has benefited from constant upgrades and beautification under the management of Sterling Golf. Several tees have been rebuilt and landscaped, bunkers have been renovated and a recent addition to the clubhouse has added changing rooms with showers and increased the seating capacity for outings. French doors on this addition overlook a new stone-tiled patio with outdoor seating for our patrons who wish to relax and watch the players on the course.

The Newton Commonwealth Golf Course is open to the public seven days a week and is available for outings to accommodate company groups, clubs and family gatherings.

Recent News

Sale on Gift Specials – \$99 – Just in time for the Holidays!
November 7, 2016

2017 Season Passes available now
September 6, 2016

\$160 Gift Specials On Sale NOW for \$99
September 5, 2016

Find us on Facebook



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Newton Commonwealth Golf Course

31 October at 08:38

The Turkey Shoot will take place on Saturday November 19th. It will be a 9am Shotgun Start. Format is 4 person scramble. Pick your own team. Cost per player is \$65 if paid in advance of the



[COURSE](#) [GOLF](#) [RATES](#) [LEAGUES](#) [FUNCTIONS](#) [GRILL](#) [GALLERY](#) [CONTACT](#)

Norwood Country Club

[View Other SGM Courses](#)

Golf as it was meant to be.

This 18 hole golf course and lighted driving range is conveniently located on Route 1 behind the Chateau Restaurant and Hampton Inn close to Route 95. Designed by Sam Mitchell, built by Frank Simoni and opened in 1975, Norwood Country Club is one of the best kept golf secrets in the area. A par 71, 5630 yard layout, the course has fairly flat terrain with medium sized, well-manicured greens.

The Club features a full service driving range, two practice greens, a nicely-stocked pro shop facility and cocktail lounge with a newly constructed bar, three flat-screen TVs and plenty of seating to watch games or televised tournaments.

The clubhouse and lounge are normally open from dawn to dusk during golf season, and 9:00am to 5:00pm during the off-season. Stop in to buy a gift for your favorite golfer, or buy a Sterling Golf Gift Card which can be used at any of the six courses we manage: Newton Commonwealth, Norwood Country Club, Maynard Golf Course, Chelmsford Country Club, Rockland Golf Course or The Shattuck Golf Club.

Norwood Country Club is a good test for players of all abilities, as well as the ideal place to enjoy a casual round with friends.

Sterling Golf Management has managed this course since 2007 and has recently completed numerous course improvements with plans for more during the course of operations. Superintendent, Joe Piana and his staff work diligently to maintain these improved conditions and we hope that the patrons of Norwood Country Club will appreciate our efforts.

Pat Berger, who has been with Sterling Golf since 1999, is Norwood Country Club's Manager. She and her staff offer the utmost in customer service and are always available to assist the needs of every guest. John Resnick is Norwood Country Club's head golf professional, and is available to help customers improve their game with lessons, join or start a league, or play your next outing. Pat

Recent News

Keno and Lottery tickets now at Norwood – Play before or after you play!

Work the rust off those clubs – We're Open for play!

Get a head start on your game – Buy your 2016 Season Pass Today

Find us on Facebook



Be the first of your friends to like this



Norwood Country Club & Driving Range added 7 new photos.
11 November at 11:17 · Boston, MA

The 9th hole reconstruction project is going well. The fairway has been tilled is currently being graded.

If all goes well it will be ready for sod



The Shattuck Golf Course

[View Other SGM Courses](#)

Golf as it was meant to be.

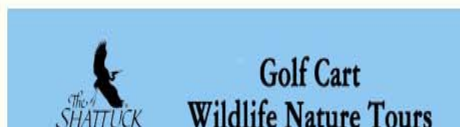
The Shattuck, carved from the granite foothills of Mt. Monadnock, is one of the most visually stunning golf courses you'll ever play. Course architect Brian Silva calls this "the most spectacular setting I've ever come across." (New England Golf Magazine, July/August 1991) Each hole is framed by forests of oak, birch and pine, shielding it from the view of other holes so you never feel crowded. It is, as one writer described it, "like 18 separate gems strung together in a perfect setting."

This is a course that lives in harmony with its surroundings, spanning acres of natural wetlands that serve not only as hazards to the golfer, but home to a wide variety of wildlife including mink, fox, deer, moose, beaver, otter and the great blue heron. The golf holes themselves stand in striking contrast to the woods and wetlands, with lush bent grass on every tee, fairway and green. What a joy it is to be able to spin a ball off a thick carpet of bent grass, watch it sail through the mountain air and bite into a firm but yielding green.

This is golf as it was meant to be!

Par is 71 and yardage ranges from 4,632 to 6,764, so it's not an overly long course. Multiple tee pads on every hole make it accessible to all; plus, we've added a set of markers for the true beginner! In fact, if you can hit the ball 75 yards in the air, you can play any hole at The Shattuck. From the Forward and Middle tees, it's a friendly challenge for ladies, seniors, novices and avid youngsters. Here the emphasis is not on how long you can hit the ball, but on the accuracy of your shots. From the Back tees, it's a true measure of one's golfing ability with a Course Rating of 70.9 – almost par! You couldn't ask for a fairer test than that. Yet with a Slope Rating of 141 out of a possible 155 (the national average is 113), you should also know that it's not going to be an easy test. And from the championship Black tees, it's one of the toughest courses you can play in New England. The Course Rating is 73.5 – more than 2 full strokes over par. And, with a Slope Rating of 153, you know you're in for a real challenge!

Come play The Shattuck. You'll be glad you did!



Recent News

[2017 Dual Memberships Available](#)

[To the Staff of the Shattuck Golf Club](#)

[Purchase your \\$160 Gift Specials](#)

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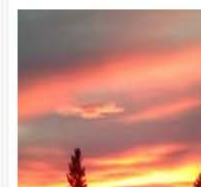


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The Shattuck Golf Club
10 November at 15:08

Sun set tonight looking out over the 9th at Shattuck. Going to be a sunny day tomorrow hope to see you at Shattuck.



Weather Forecast

JAFFREY

47°

few clouds
humidity: 66%
wind: 3mph E

Walt Disney World - What

“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.”



Golf as it was meant to be...

True links courses are rare. To have five of the best in the world at one resort is a privilege.

Everything at Bandon Dunes has been created with the golf experience in mind.

The 60-acre Practice Center allows for the refinement of every possible shot. The Punchbowl, a massive putting course designed by Tom Doak with Jim Urbina sits adjacent to the Pacific Dunes clubhouse and combines skill and enjoyment with magnificent ocean views.

With one of the largest, most respected caddie programs in America, Bandon Dunes is a proud supporter of the Evans Scholars Foundation, an organization that gives young men and women the opportunity to attend college.

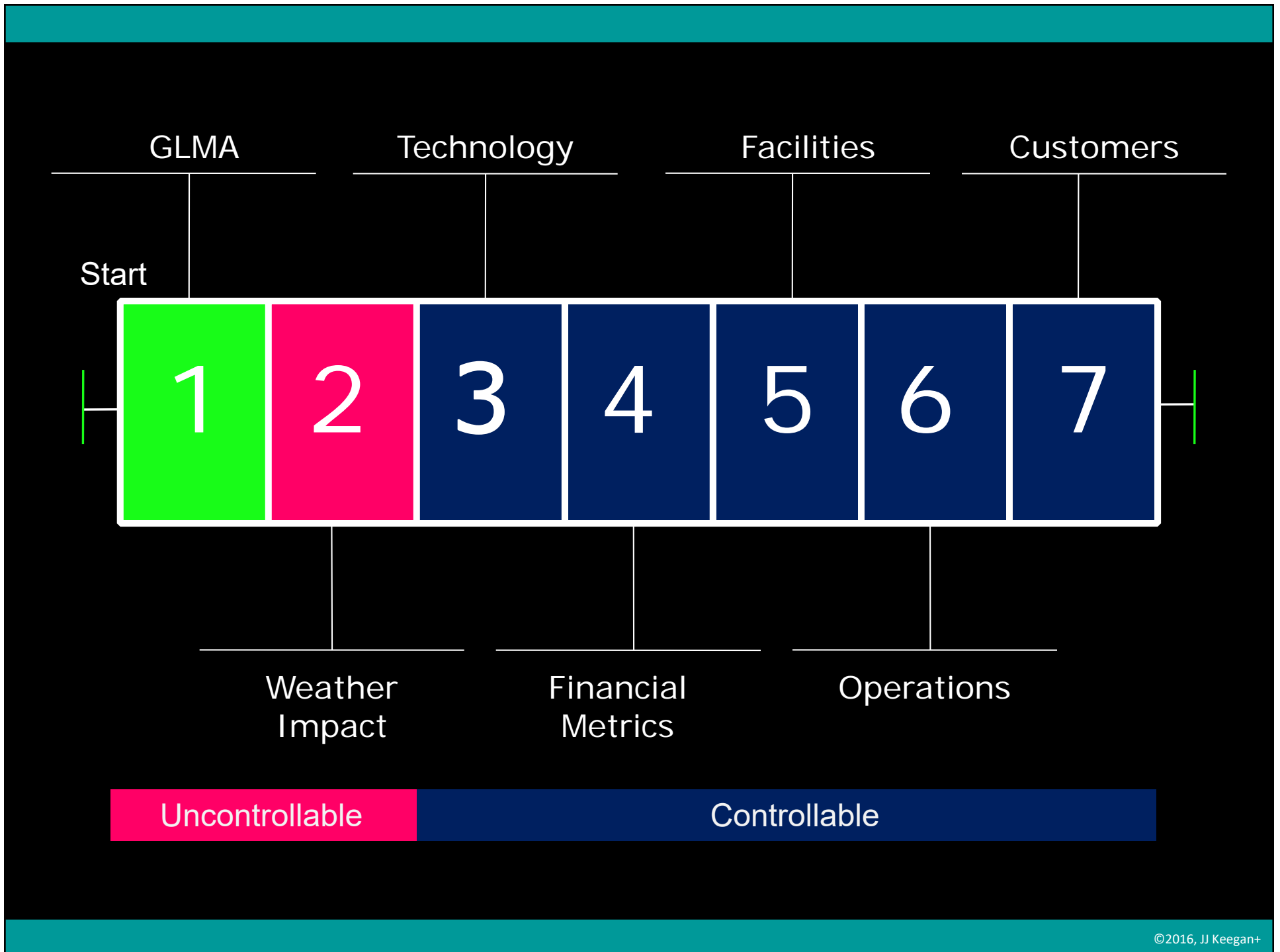
Off the links, six restaurants and lounges provide the fuel and a variety of accommodations – from single rooms to spacious four-bedroom cottages – offer a peaceful escape where guests can relax, rest and revive.



Walt Disney World - Why

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

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

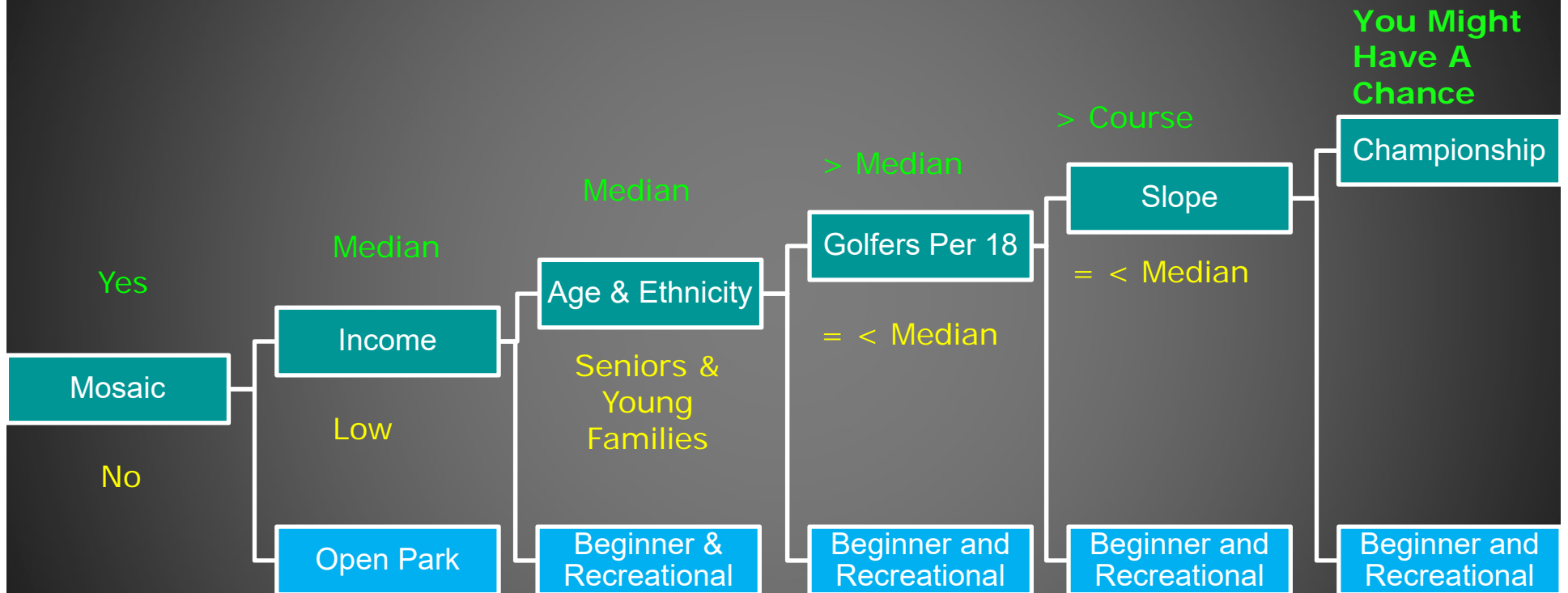


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Six Numbers
Define the Potential
of Your Golf Facility

The Critical Path

The Barriers to A Fiscally Sustainable Championship Golf Course

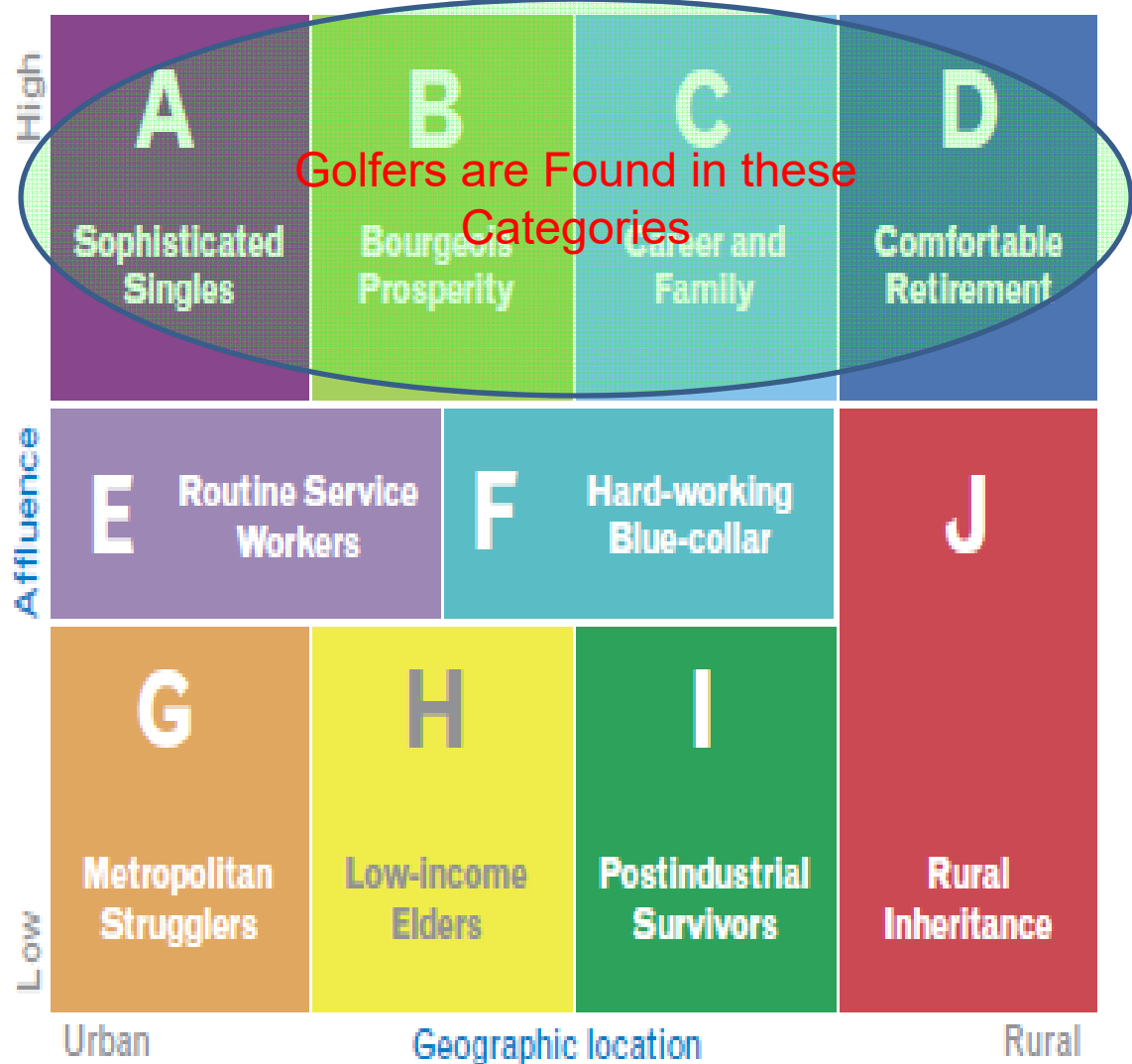


Mosaic Global

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.



Facility	Demographics	Demand	Supply
Course ID	Population	Golfing Households	Total Facilities
Course Name	Total Population +18	Golfers (Reported)	Public Facilities
Address	Households	Rounds Played	Private Facilities
Zip	Age (Median)	Estimated Course Rounds - Market Supply	Premium >\$71
State	Income (Med Hhld)	Golf Participation	Value \$40-\$70
Type	Income (Average Hhld)	Fee Spend (Facility Based)	Price <\$40
Year Open	Ethnicity (% Cauc.)	Golf Retail Spend (Golfer Based)	Number of Holes - Total Facilities
Holes	Ethnicity (Hispanic)		Number of Holes - Public Facilities
Clubhouse Square Footage	Ethnicity (African American)		Number of Holes - Private Facilities
Fee – Weekend	Ethnicity (Asian American)		Number of Holes - Non Regulation (9 hole and Par 3s)
Fee - Weekday	Sophisticated Singles		
	Bourgeois Prosperity		
	Career and Family		
	Comfortable Retirement		
	Routine Service Workers		
	Hard Working Blue Collar		
	Metropolitan Strugglers		
	Low Income Elders		
	Post Industrial Survivors		
	Rural Inheritance		
©2016, JJ Keegan+			

Category	# Courses With Geographic Challenges	# of Courses in US.	Courses With Little Chance of Financial Success
Courses With Less than \$1,000,000 in revenue per 18 Within 10 miles Average in US is \$1,793,001	5,168	15,204	34.0%
Courses With Less than 1,000 Golfers Per 18 Within 10 Miles Average in US is 1,711 Golfers Per 18 Holes down from 2,200 Golfers Per 18 holes in 1990	6,353	15,204	41.8%

Daily Fee Course are Principally At Risk

Type of Course	Revenues > 1,000,000 Per 18 Holes	Number in US	Course Type Health Index
Private Equity	2,593	3,625	71.53%
Municipal	1,746	2,481	70.37%
Daily Fee	4,452	8,904	50.00%
Private – Owned by Individual/Corporation	82	194	42.27%
Total	8,873	15,204	

New England is One of the Strongest Areas in US

	Course >\$1,000,000 in Revenue/18	Courses in State	Health Index
DC	4	4	100.00%
CT	171	174	98.28%
NJ	275	285	96.49%
MD	147	176	83.52%
RI	47	57	82.46%
MA	306	370	82.70%

CourseID	Course Name	Top 4 Rating	Original Rank out of 15204 golf courses	Fee Spent/18	Merchandise, F&B, Other/18	Golfers Per 18 Holes
1031010	Acoaxet Club	33.41%	3096	3,139,840	358,249	1,640
1031011	Agawam Municipal Golf Course	-14.25%	8186	1,900,911	367,285	1,639
1031012	Allendale Country Club	-9.82%	4807	3,505,765	397,229	1,935
1031013	Amesbury Golf & Country Club	26.75%	2200	3,472,254	576,039	2,216
1031014	Amherst Golf Club, Inc.	10.31%	8585	1,600,133	296,880	1,328
1031015	Andover Country Club	1.48%	2913	3,518,765	794,116	2,629
1031016	Ashfield Community Golf Course	16.52%	7995	1,045,724	215,245	1,068
1031017	Bass River Golf Course	26.79%	2198	3,472,254	576,039	2,216
1031018	Bass Rocks Golf Club	23.05%	2830	4,193,907	362,387	1,597
1031019	Bay Path Golf Course	11.55%	8694	1,085,588	254,891	1,238
1031020	Bear Hill Golf Club	11.32%	331	8,868,041	1,461,077	4,879
1031021	Beaver Brook Golf Course	7.41%	7168	2,080,192	331,258	1,509
1031022	Bellevue Golf Club	11.35%	168	11,332,175	1,624,091	5,670
1031023	Belmont Country Club	19.60%	177	12,492,554	1,419,896	4,840
1031024	Berkshire Hills Country Club	-11.29%	10689	976,783	151,650	811
1031025	Berlin Country Club	23.32%	6458	1,751,030	347,468	1,245
1031026	Beverly Golf & Tennis Club	9.66%	2314	4,508,859	694,490	2,303
1031027	Blue Hill Country Club	4.07%	1258	6,273,393	985,290	3,189
1031028	Blue Rock Golf Course	9.30%	6093	1,087,247	140,714	672
1031029	Brae Burn Country Club	21.17%	139	13,883,873	1,506,813	5,088
1031030	Braintree Municipal Golf Course	-2.39%	1744	5,023,471	970,968	3,193
1031031	Brockton Country Club	3.17%	2011	3,818,730	934,274	3,132
1031033	Brookmeadow Country Club	10.18%	1663	5,210,011	872,919	2,789
1031035	Candlewood Golf Course	26.13%	3060	3,847,792	454,138	1,653
1031036	Cape Ann Golf Course	26.32%	3365	3,553,978	422,955	1,576
1031037	Cape Cod Country Club	23.42%	6689	1,174,964	124,626	586
1031038	Cedar Glen Golf Course	9.15%	259	9,363,074	1,534,351	5,179
1031039	Cedar Hill Golf Course	4.63%	3430	3,339,313	665,321	2,119
1031040	Charles River Country Club	20.20%	576	8,369,619	1,160,681	3,939
1031041	Chatham Seaside Links	20.91%	4033	1,370,793	145,029	729
1031042	Chemawa Golf Course	-7.83%	5729	2,897,729	470,023	1,814
©2016, JJ Keegan+						

What Is the Correlation Between a Course's Slope Rating and Its Potential for Success?

Criteria

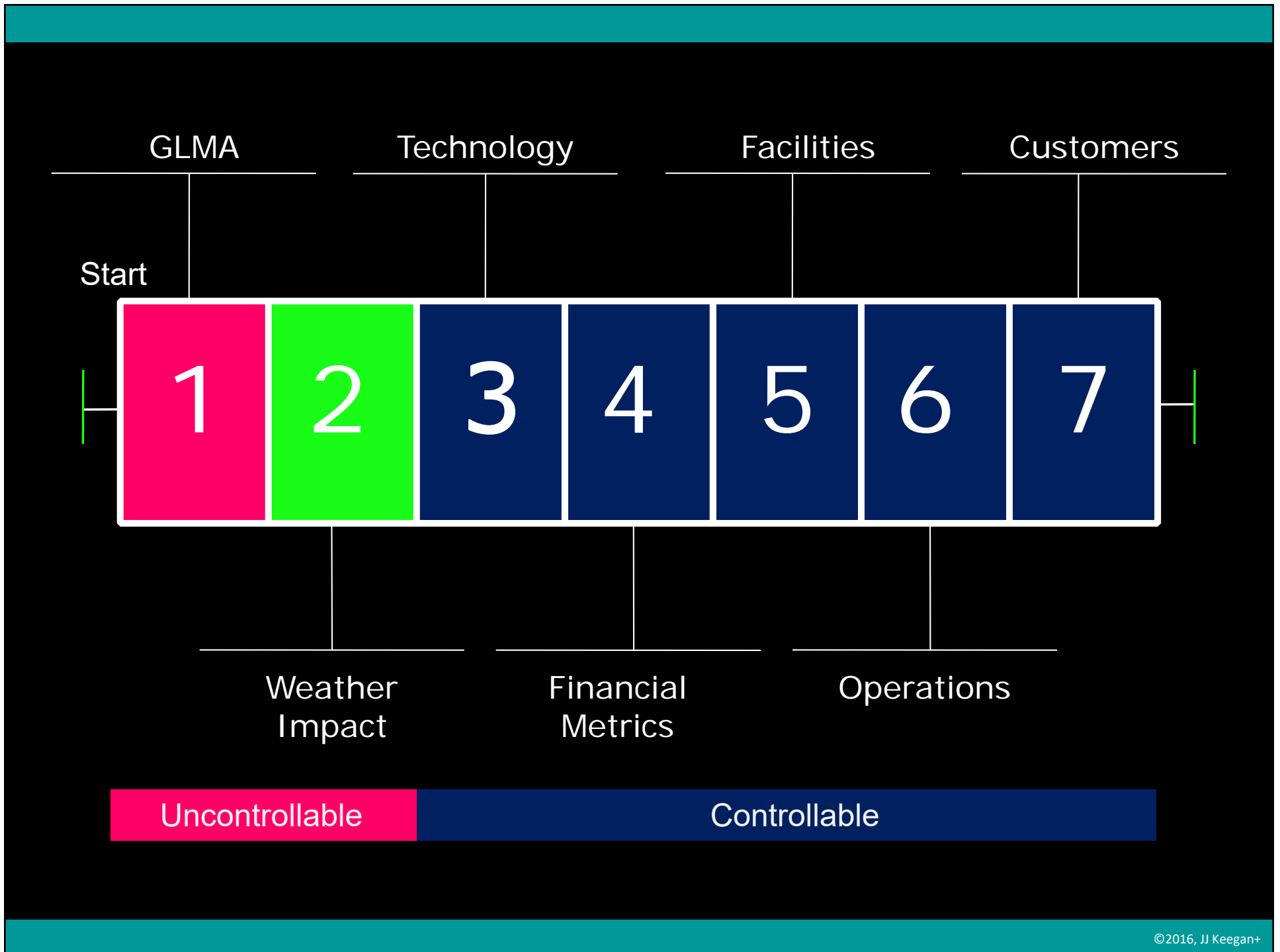
1. Negative MOSAIC PROFILE
2. Senior Population
3. Ethnically diverse
4. Low income
5. High Income
6. Positive MOSAIC Profile
7. Top 100 Ranked Course

Desired Slope Rating

- 110 - 119
- 110 - 120
- 110 – 120
- 110 – 120
- 125 – 140
- 125 – 140
- 130+

The Devil is in the Detail

Course Name	Type	Year Open	Fee	Top 4 Rating	Age	Income	Ethnicity	Golfers /18 %	Rank out of 15,204	Fee Spent/18	Golfers Per 18 Holes	Slope Rating
Newton Commonwealth	JG	1897	55	15.04%	-4.46%	24.26%	-6.83%	227.94%	130	13,683,588	5,480	122
Norwood CC	JG	1975	47	14.07%	6.54%	33.65%	-10.48%	59.42%	1,673	5,989,804	2,664	112
Sagamore Spring	JG	1929	68	10.32%	11.08%	32.04%	13.18%	87.39%	1,334	5,720,937	3,131	119
Shattuck Golf Club	JG	1991	49	16.79%	18.34%	5.09%	34.69%	-41.08%	9,174	1,348,649	985	141
Cyprian Keys	JG	1997	80	0.11%	3.17%	13.82%	7.76%	42.72%	3,869	3,012,274	2,385	132



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?”



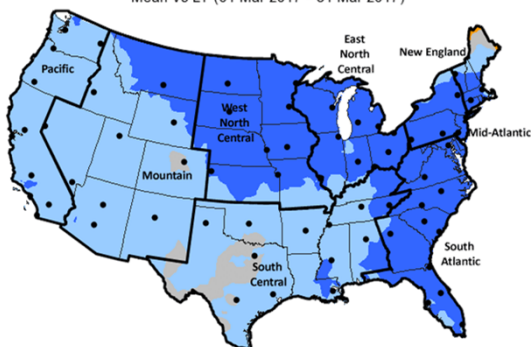
hot cold snow wet dry windy

Volatile Weather = MAJOR BUSINESS RISK!

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

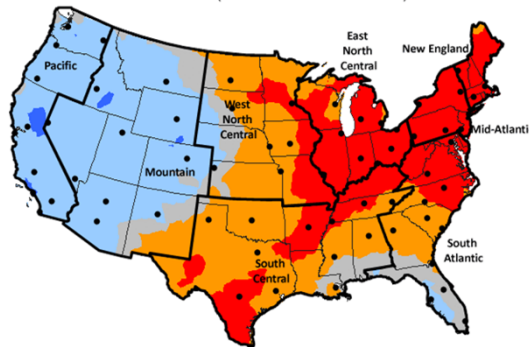
2017

Mean Vs LY (01 Mar 2017 - 31 Mar 2017)



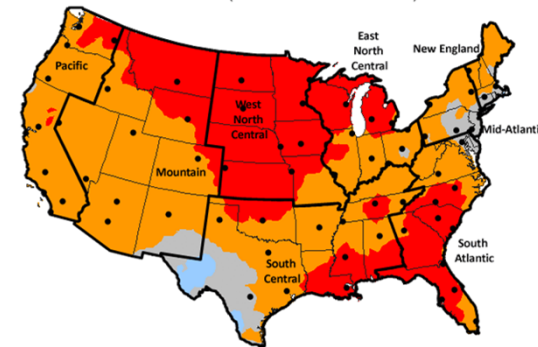
2016

Mean Vs LY (01 Mar 2016 - 31 Mar 2016)



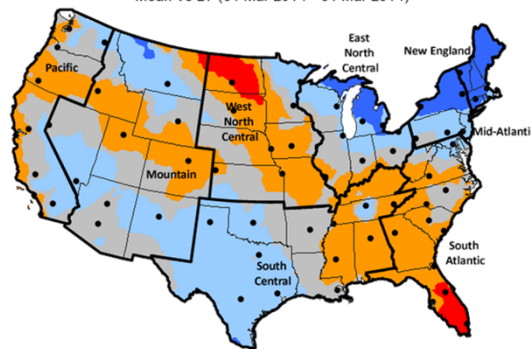
2015

Mean Vs LY (01 Mar 2015 - 31 Mar 2015)



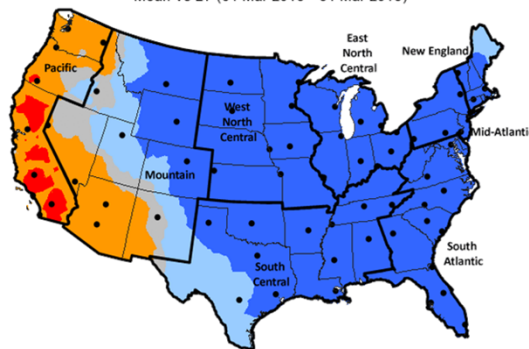
2014

Mean Vs LY (01 Mar 2014 - 31 Mar 2014)



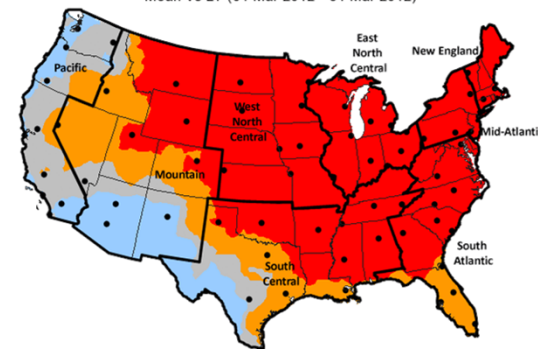
2013

Mean Vs LY (01 Mar 2013 - 31 Mar 2013)

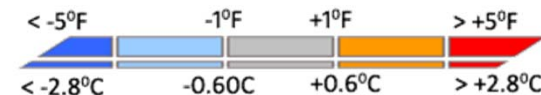


2012

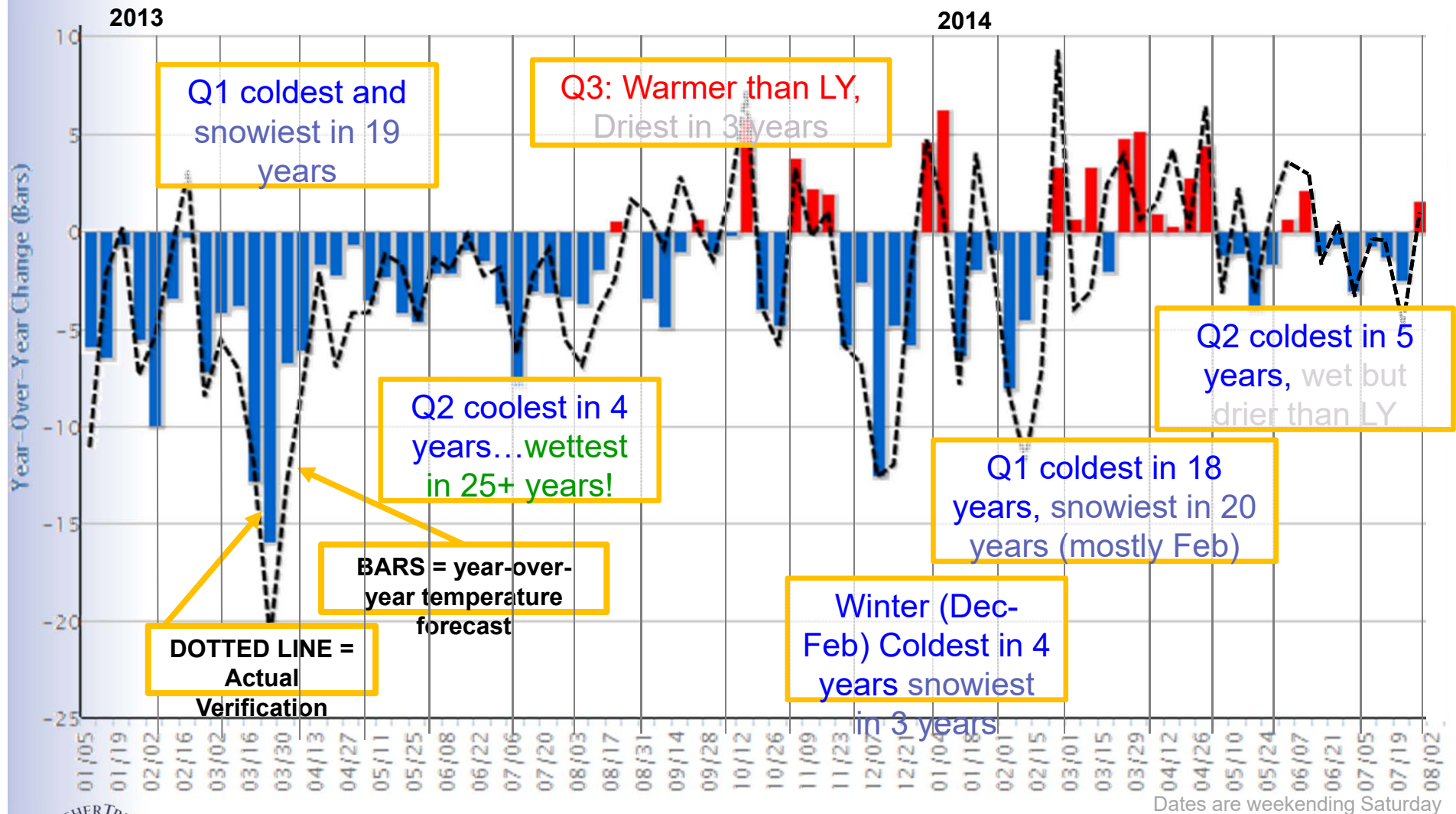
Mean Vs LY (01 Mar 2012 - 31 Mar 2012)



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.



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



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



Copyright © 2014 Weather Trends International

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SHOW ME

Data Table: 23 Oct, 2016 - 23 Sep, 2017

Calendar

Country: United States

State: Massachusetts

Location: Yarmouth Port

+ Add

Clear

Save

Export

Expand

Julian Retail

Units

°F °C

Location Type

City
Region
Custom Region
Saved Planner

Date

Start Date (MM/DD/YYYY)

10/23/2016

Increment

Daily
Weekly
Monthly

Header Data

Date
Year
Day of Week
Holidays

Variables

Avg Temperature

Value Vs Last Year

Max Temperature

Value Vs Last Year

Min Temperature

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°

Snow Change Much Snowier >200% Snowier 125% - 200% Similar 75% - 125% Drier 50% - 75% Much Drier <50%

	Oct 29	Nov 05	Nov 12	Nov 19	Nov 26	Dec 03	Dec 10	Dec 17	Dec 24	Dec 31	Jan 07	Jan 14	Jan 21	Jan 28	Feb 04	Feb 11	Feb 18	Feb 25	Mar 04	Mar 11	Mar 18	Mar 25	Apr 01	Apr 08	Apr 15	Apr 22	Apr 29	May 06	May 13	May 20	May 27	Jun 03	Jun 10	Jun 17	Jun 24	Jul 01	Jul 08	Jul 15	Jul 22	Jul 29	Aug 05	Aug 12	Aug 19	Aug 26	Sep 02	Sep 09	Sep 16	Sep 23	
	2016	2016	2016	2016	2016	2016	2016	2016	2016	2016	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	
	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa	Sa
	H	H		H		H		H	H	H		H		H		H		H		H		H		H		H		H		H		H		H		H		H		H		H		H		H		H	
TAvg	47	50	46	44	40	35	32	26	25	25	30	29	25	25	31	35	26	33	29	34	39	42	42	47	51	52	55	55	58	60	63	66	67	69	73	74	76	75	75	74	73	70	69						
ΔTAvg	-2	-2	-5	1	1	-5	-10	-20	-18	-13	1	-2	-2	-5	-17	5	16	-13	0	-15	-13	1	-5	6	3	-3	4	6	-2	1	-5	-5	0	1	0	0	1	5	-1	-4	2	-5	-7	-4					
TMax	55	59	55	52	49	43	41	37	35	33	36	37	33	33	34	39	43	35	41	36	42	48	52	52	58	61	63	64	63	68	69	73	76	77	79	83	83	87	86	85	84	84	79	80					
ΔTMax	-4	-5	-4	0	0	-5	-10	-16	-17	-12	-2	-1	0	-6	-18	3	12	-14	-1	-19	-13	2	-5	8	3	-6	5	10	-5	0	-8	-6	1	0	-4	-2	0	5	-3	-6	3	-6	-7	-5					
TMin	38	41	36	35	32	27	23	16	16	17	23	21	17	16	16	22	27	18	25	21	25	30	32	32	36	41	41	45	46	49	51	54	56	57	60	63	65	66	65	65	64	63	61	59					
ΔTmin	1	2	-6	-3	-3	-5	-9	-24	-20	-15	4	-3	-3	-4	-17	6	19	-12	0	-11	-13	-1	-4	4	4	0	3	3	2	3	-3	-4	-1	2	3	2	3	4	1	-1	2	-5	-6	-3					
Prcp Total	0	.18	.96	.65	.74	.89	.72	1.1	.98	.94	.56	.97	.70	.56	.68	.62	.70	.75	1.1	1.1	.84	1.1	.86	.60	.84	.74	1.3	.85	.87	.91	.92	.84	.83	.95	.61	.57	.72	.64	1.0	.89	1.1	.84	.93	.75					
ΔPrcp	-1.1	.16	.39	.55	-.30	.21	.71	.32	-.58	-.11	.07	-.58	-.03	.45	-.23	-.25	-.07	.05	.60	.61	-.18	.85	.17	-.83	.63	.71	.96	.14	.76	.73	.68	.29	-.19	.90	.31	.41	.57	.33	.88	.72	.78	.19	.44	-.25					
Snow	0	0																																															
TAvg	43	46	41	41	36	30	28	23	22	21	27	27	22	22	21	26	31	22	29	26	31	36	39	39	44	48	49	51	52	56	58	62	64	64	66	71	72	73	72	70	70	70	66	66					
ΔTAvg	-1	-2	-7	0	1	-8	-9	-22	-19	-15	4	0	-2	-4	-17	3	18	-13	-1	-16	-14	-3	-6	6	4	-5	2	4	-1	3	-6	-7	1	2	0	0	1	2	-1	-5	1	-4	-9	-3					
TMax	52	55	53	51	46	39	38	33	32	29	34	35	31	31	31	36	40	31	38	34	42	46	50	51	57	59	62	63	63	68	69	73	75	76	78	82	83	84	83	81	81	82	77	78					
ΔTMax	-4	-7	-4	0	-1	-7	-10	-19	-17	-13	0	-2	-1	-5	-19	2	15	-16	-1	-21	-14	-3	-5	10	5	-11	4	10	-4	1	-9	-7	1	-5	-1	-1	3	-3	-9	1	-4	-9	-4						
TMin	34	36	29	31	27	21	19	12	12	13	21	19	14	12	11	17	23	14	19	18	20	25	28	27	31	36	36	40	42	45	47	51	53	53	55	59	61	62	60	59	60	58	55	55					
ΔTmin	2	3	-9	0	3	-9	-9	-25	-21	-16	8	1	-4	-3	-16	3	21	-10	0	-11	-14	-3	-6	2	3	1	1	-2	3	5	-3	-6	0	3	5	2	4	1	2	-2	1	-4	-9	-1					
Prcp Total	0	.14	.96	.71	.77	.73	.66	.66	.81	.85	.66	.92	.61	.77	.77	.77	.74	1.1	.73	.97	.80	1.0	.79	.46	.84	.83	1.6	.87	1.0	1.2	1.3	.91	.97	.85	.75	.71	1.0	.82	1.1	.92	1.4	.94	1.1	.87					
ΔPrcp	-2.6	.13	.38	.41	-.05	-.15	.62	.12	-.79	-.26	.65	-.26	.25	.75	.23	.27	-.17	-.12	.18	.83	-.01	.93	.15	-.40	.54	.73	1.1	-.19	.58	.86	1.1	.45	-.26	.39	.71	.09	.44	.02	.96	.71	-.13	.17	.55	.14					
Snow	0	0																																															
TAvg	49	51	47	45	44	38	35	33	30	30	35	34	32	30	28	32	37	28	36	33	34	38	40	38	44	48	50	53	53	56	58	62	64	65	67	71	72	73	73	74	72	72	69	68					
ΔTAvg	-2	-1	-5	1	2	-8	-8	-17	-16	-16	4	0	0	-2	-15	2	13	-13	0	-7	-11	-3	-5	-1	1	-1	3	6	-1	-1	-2	-2	-1	-1	0	2	0	3	-2	-4	3	-5	-8	-5					
TMax	56	59	56	53	51	46	43	42	39	37	41	43	39	38	36	41	44	36	44	39	41	47	49	47	53	56	59	61	60	63	66	71	72	72	75	78	79	81	81	82	80	80	76	77					
ΔTMax	-4	-3	-4	-1	0	-7	-8	-14	-15	-15	1	-1	1	-2	-14	4	10	-12	1	-9	-10	0	-4	1	3	-2	6	8	-4	-3	-3	0	0	-4	-1	1	-2	5	-4	-4	2	-4	-10	-3					
TMin	42	43	39	38	36	29	27	24	20	23	28	26	24	22	19	23	30	20	28	26	27	30	32	30	35	39	40	45	46	49	51	53	56	57	60	64	65	65	65	66	65	64	62	58					
ΔTmin	0	0	-7	-3	4	-8	-9	-20	-18	-17	7	1	0	-3	-15	0	15	-14	-1	-4	-12	-6	-7	-3	0	0	0	4	2	2	-1	-4	-2	1	1	3	2	2	0	-3	4	-6	-5	-7					
Prcp Total	0	.15	.67	.69	1.1	.76	.83	1.5	1.3	.71	.75	1.3	1.2	.61	.76	1.2	.89	.72	.73	.79	.71	1.2	.72	.96	1.0	1.3	1.4	1.1	.95	.92	.80	.86	.93	.85	.45	.36	.38	.46	.73	.73	.78	.50	.93	.92					
ΔPrcp	-1.6	.04	-.18	.64	-.76	.06	.79	.41	-.10	-.91	.74	-.29	-.43	.01	-.22	-.14	-.23	.50	.59	.60	-.11	.92	-.51	-.25	.81	1.3	.87	-.12	.82	.69	.56	.35	.69	.79	.19	.36	-.16	.22	.73	.44	.36	.44	.84	.61					
Snow																																																	

SHOW ME

Monthly Calendar for Andover, MA (elev. 144ft) - November 2016

Calendar

☐ Julian ☒ Retail

Units

☐ °F ☐ °C

Data

☐ Vs Last Year

☐ Vs Normal

☐ Low/Hi Temperature

Date

Month: November Year: 2016

Play the

Calendar

Video Tutorial

Andover, MA

Tuesday 1 November 2016



Few Clouds

HIGH

59°F

LOW

39°F

Windchill: 48°F

Wind: S @ 4 mph

Humidity: 70%

Precipitation: 0.00in

Snowfall: 0.0in

UV Index: 3

Soil Moisture (0 - 4"): 22%

Soil Temp (0 - 4"): 42°F

Sun Rise & Set: 7:21am/5:38pm

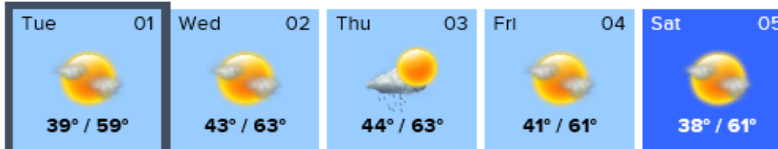
Moon Rise & Set: 8:49am/7:09pm

Moon Illumination: 2%

ΔAvg Temp (vs LY): -4.2°F

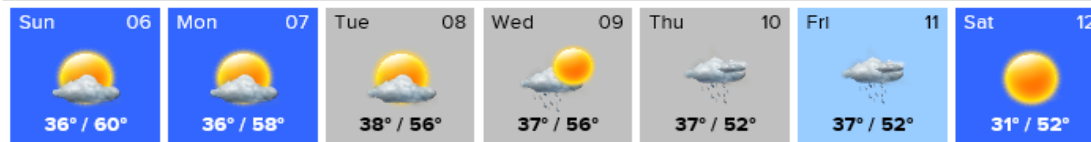
ΔAvg Temp (vs Norm): +1.6°F

November, 2016



Total Precipitation

0.07in (100%)



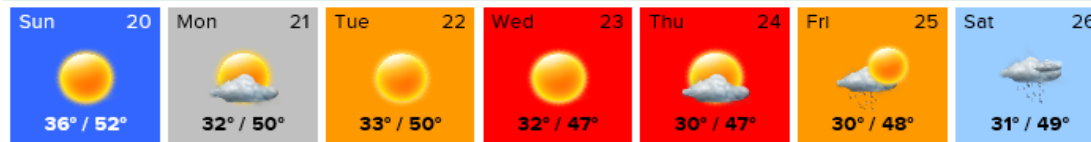
Total Precipitation

0.97in (170%)



Total Precipitation

0.66in (225%)



Total Precipitation

0.75in (71%)



Total Precipitation

0.49in (225%)

Precip Change

Much Wetter >200%

Wetter 125% - 200%

Similar 75% - 125%

Drier 50% - 75%

Much Drier <50%

MONTHLY SUMMARY:

Average Temperature

43.8°F

Temperature Difference Vs LY

-1.9°F

Temperature Difference Vs Avg

+1.1°F

Heating Degree Days (vs Last Year)

+634 (+53)

Cooling Degree Days (vs Last Year)

0 (0)

Growing Degree Days (vs Last Year)

+8.0 (-42)

Total Precipitation

2.94in

Precipitation Difference Vs LY

+0.98in

Precipitation Difference Vs Avg

-0.64in

Total Snowfall (vs Last Year)

+1.0in (+1.0in)

SHOW ME

Monthly Calendar for Andover, MA (elev. 144ft) - December 2016

Calendar

Julian Retail

Units

°F °C

Data

Vs Last Year

Vs Normal

Low/Hi Temperature

Date

Month Year

December 2016

Play the

Calendar

Video Tutorial

Andover, MA

Thursday 1 December 2016

Rain

HIGH

LOW

43°F

26°F

Sun Rise & Set: 6:58am/4:13pm
Moon Rise & Set: 8:25am/6:17pm
Moon Illumination: 2%
ΔAvg Temp (vs LY): +2.4°F
ΔAvg Temp (vs Norm): -3.4°F

December, 2016

Thu 01



26° / 43°

Fri 02



27° / 42°

Sat 03



22° / 40°

Total Precipitation

0.42in (91%)

Sun 04



26° / 41°

Mon 05



25° / 43°

Tue 06



24° / 44°

Wed 07



24° / 43°

Thu 08



25° / 38°

Fri 09



25° / 38°

Sat 10



16° / 39°

Total Precipitation

0.72in (225%)

Sun 11



17° / 41°

Mon 12



17° / 42°

Tue 13



15° / 40°

Wed 14



15° / 32°

Thu 15



16° / 34°

Fri 16



17° / 37°

Sat 17



15° / 32°

Total Precipitation

1.10in (136%)

Sun 18



15° / 33°

Mon 19



20° / 37°

Tue 20



22° / 37°

Wed 21



20° / 40°

Thu 22



14° / 36°

Fri 23



14° / 31°

Sat 24



11° / 27°

Total Precipitation

0.98in (64%)

Sun 25



11° / 25°

Mon 26



13° / 29°

Tue 27



14° / 29°

Wed 28



17° / 36°

Thu 29



20° / 34°

Fri 30



20° / 38°

Sat 31



22° / 37°

Total Precipitation

0.94in (86%)

Precip Change



Much Wetter >200%



Wetter 125% - 200%



Similar 75% - 125%



Drier 50% - 75%



Much Drier <50%

MONTHLY SUMMARY:

Average Temperature

27.8°F

Temperature Difference Vs LY

-14.4°F

Temperature Difference Vs Avg

-5.4°F

Heating Degree Days (vs Last Year)

+1,156 (+450)

Cooling Degree Days (vs Last Year)

0 (0)

Growing Degree Days (vs Last Year)

0 (-13)

Total Precipitation

4.12in

Precipitation Difference Vs LY

+0.26in

Precipitation Difference Vs Avg

+0.20in

Total Snowfall (vs Last Year)

+11.3in (+9.2in)

SHOW ME

Monthly Calendar for Andover, MA (elev. 144ft) - January 2017

Calendar

☐ Julian ☒ Retail

Units

☐ °F ☒ °C

Data

☐ Vs Last Year

☐ Vs Normal

☐ Low/Hi Temperature

Date

Month: January Year: 2017

Play the

Calendar

Video Tutorial

Andover, MA

Saturday 7 January 2017

Partly Sunny



HIGH

LOW

38°F

23°F

Sun Rise & Set: 7:16am/4:29pm

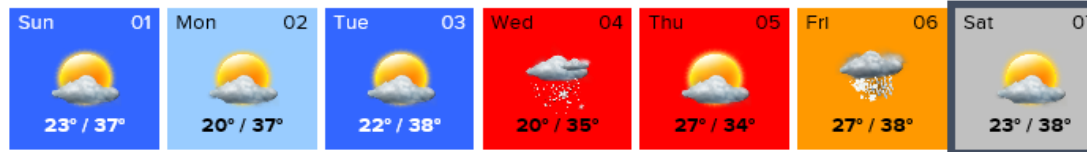
Moon Rise & Set: 12:41pm/1:32am

Moon Illumination: 63%

ΔAvg Temp (vs LY): +0.2°F

ΔAvg Temp (vs Norm): +1.4°F

January, 2017



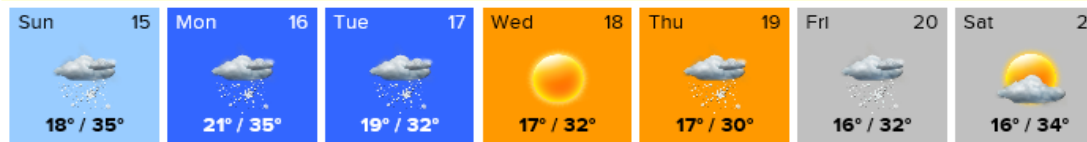
Total Precipitation

0.56in (130%)



Total Precipitation

0.98in (64%)



Total Precipitation

0.71in (90%)



Total Precipitation

0.57in (225%)



Total Precipitation

0.68in (225%)

Precip Change



Much Wetter

>200%



Wetter

125% - 200%



Similar

75% - 125%



Drier

50% - 75%



Much Drier

<50%

MONTHLY SUMMARY:

Average Temperature

27°F

Temperature Difference Vs LY

-3.1°F

Temperature Difference Vs Avg

-0.7°F

Heating Degree Days (vs Last Year)

+1,179 (+96)

Cooling Degree Days (vs Last Year)

0 (0)

Growing Degree Days (vs Last Year)

0 (0)

Total Precipitation

3.50in

Precipitation Difference Vs LY

+0.61in

Precipitation Difference Vs Avg

+0.28in

Total Snowfall (vs Last Year)

+12.1in (+4.2in)

SHOW ME

Monthly Calendar for Andover, MA (elev. 144ft) - February 2017

Calendar

Julian Retail

Units

°F °C

Data

Vs Last Year

Vs Normal

Low/Hi Temperature

Date

Month Year

February 2017

Play the

Calendar

Video Tutorial

Andover, MA

Saturday 11 February 2017

Light Rain Showers

HIGH

LOW

43°F

27°F

Sun Rise & Set: 6:48am/5:12pm

Moon Rise & Set: 6:08pm/7:04am

Moon Illumination: 100%

ΔAvg Temp (vs LY): +15.7°F

ΔAvg Temp (vs Norm): +5.9°F

February, 2017

Wed 01

17° / 37°

Thu 02

15° / 34°

Fri 03

16° / 36°

Sat 04

19° / 36°

Total Precipitation

0.00in (40%)

Sun 05

20° / 37°

Mon 06

23° / 38°

Tue 07

20° / 39°

Wed 08

21° / 38°

Thu 09

23° / 43°

Fri 10

22° / 38°

Sat 11

27° / 43°

Total Precipitation

0.61in (66%)

Sun 12

28° / 43°

Mon 13

32° / 46°

Tue 14

34° / 48°

Wed 15

33° / 45°

Thu 16

20° / 42°

Fri 17

23° / 39°

Sat 18

19° / 41°

Total Precipitation

0.71in (91%)

Sun 19

20° / 32°

Mon 20

18° / 37°

Tue 21

20° / 35°

Wed 22

14° / 33°

Thu 23

13° / 33°

Fri 24

19° / 35°

Sat 25

20° / 39°

Total Precipitation

0.77in (100%)

Sun 26

23° / 37°

Mon 27

27° / 38°

Tue 28

25° / 43°

Total Precipitation

0.56in (225%)

Precip Change



Much Wetter
>200%



Wetter
125% - 200%



Similar
75% - 125%



Drier
50% - 75%



Much Drier
<50%

MONTHLY SUMMARY:

Average Temperature

30.3°F

Temperature Difference Vs LY

-1.1°F

Temperature Difference Vs Avg

+0.7°F

Heating Degree Days (vs Last Year)

+973 (+30)

Cooling Degree Days (vs Last Year)

0 (0)

Growing Degree Days (vs Last Year)

0 (0)

Total Precipitation

2.65in

Precipitation Difference Vs LY

-0.27in

Precipitation Difference Vs Avg

-0.17in

Total Snowfall (vs Last Year)

+8.2in (-6.5in)

SHOW ME

Monthly Calendar for Andover, MA (elev. 144ft) - March 2017

Calendar

Julian Retail

Units

°F °C

Data

Vs Last Year
Vs Normal
Low/Hi Temperature

Date

Month Year
March 2017

Play the

Calendar

Video Tutorial

Andover, MA

Saturday 4 March 2017
Partly Sunny

HIGH

LOW

38°F

23°F

Sun Rise & Set: 6:16am/5:39pm
Moon Rise & Set: 10:03am/11:33pm
Moon Illumination: 33%
ΔAvg Temp (vs LY): +3.9°F
ΔAvg Temp (vs Norm): -2.4°F

March, 2017

Wed 01



25° / 42°

Thu 02



23° / 42°

Fri 03



28° / 45°

Sat 04



23° / 38°

Total Precipitation

0.53in (115%)

Sun 05



23° / 39°

Mon 06



18° / 35°

Tue 07



19° / 39°

Wed 08



21° / 41°

Thu 09



24° / 31°

Fri 10



27° / 32°

Sat 11



17° / 34°

Total Precipitation

1.10in (222%)

Sun 12



23° / 44°

Mon 13



26° / 45°

Tue 14



22° / 40°

Wed 15



26° / 41°

Thu 16



27° / 44°

Fri 17



27° / 38°

Sat 18



25° / 43°

Total Precipitation

0.84in (80%)

Sun 19



31° / 50°

Mon 20



33° / 51°

Tue 21



29° / 47°

Wed 22



28° / 44°

Thu 23



31° / 49°

Fri 24



29° / 50°

Sat 25



29° / 45°

Total Precipitation

1.20in (397%)

Sun 26



30° / 47°

Mon 27



30° / 49°

Tue 28



31° / 53°

Wed 29



32° / 50°

Thu 30



33° / 51°

Fri 31



34° / 55°

Total Precipitation

0.85in (144%)

Precip Change



Much Wetter
>200%



Wetter
125% - 200%



Similar
75% - 125%



Drier
50% - 75%



Much Drier
<50%

MONTHLY SUMMARY:

Average Temperature

35.2°F

Temperature Difference Vs LY

-6.3°F

Temperature Difference Vs Avg

-2.4°F

Heating Degree Days (vs Last Year)

+922 (+193)

Cooling Degree Days (vs Last Year)

0 (0)

Growing Degree Days (vs Last Year)

0 (-31)

Total Precipitation

4.50in

Precipitation Difference Vs LY

+1.60in

Precipitation Difference Vs Avg

+0.65in

Total Snowfall (vs Last Year)

+5.9in (+1.8in)

SHOW ME

Monthly Calendar for Andover, MA (elev. 144ft) - April 2017

Calendar

Julian Retail

Units

°F °C

Data

Vs Last Year
Vs Normal
Low/Hi Temperature

Date

Month Year
April 2017

Play the

Calendar

Video Tutorial

Andover, MA

Tuesday 11 April 2017



Sunny

HIGH

56°F

LOW

35°F

Sun Rise & Set: 6:10am/7:24pm
Moon Rise & Set: 7:52pm/6:39am
Moon Illumination: 100%
ΔAvg Temp (vs LY): -4.5°F
ΔAvg Temp (vs Norm): -1.7°F

April, 2017

Sat 01
37° / 56°

Total Precipitation

0.00in (100%)

Sun 02
31° / 47°

Mon 03
28° / 45°

Tue 04
32° / 51°

Wed 05
36° / 57°

Thu 06
37° / 55°

Fri 07
32° / 50°

Sat 08
32° / 56°

Total Precipitation

0.61in (40%)

Sun 09
38° / 62°

Mon 10
36° / 58°

Tue 11
35° / 56°

Wed 12
37° / 55°

Thu 13
38° / 55°

Fri 14
35° / 56°

Sat 15
37° / 58°

Total Precipitation

0.86in (225%)

Sun 16
41° / 61°

Mon 17
38° / 58°

Tue 18
40° / 60°

Wed 19
41° / 63°

Thu 20
40° / 62°

Fri 21
39° / 62°

Sat 22
45° / 57°

Total Precipitation

0.75in (225%)

Sun 23
41° / 60°

Mon 24
42° / 65°

Tue 25
41° / 63°

Wed 26
43° / 66°

Thu 27
38° / 63°

Fri 28
40° / 61°

Sat 29
41° / 64°

Total Precipitation

1.40in (375%)

Sun 30

MONTHLY SUMMARY:

Average Temperature

48°F

Temperature Difference Vs LY

+1.7°F

Temperature Difference Vs Avg

-0.8°F

Heating Degree Days (vs Last Year)

+510 (-52)

Cooling Degree Days (vs Last Year)

0 (-2.0)

Growing Degree Days (vs Last Year)

+23 (-26)

Total Precipitation

3.92in

Precipitation Difference Vs LY

+1.73in

Precipitation Difference Vs Avg

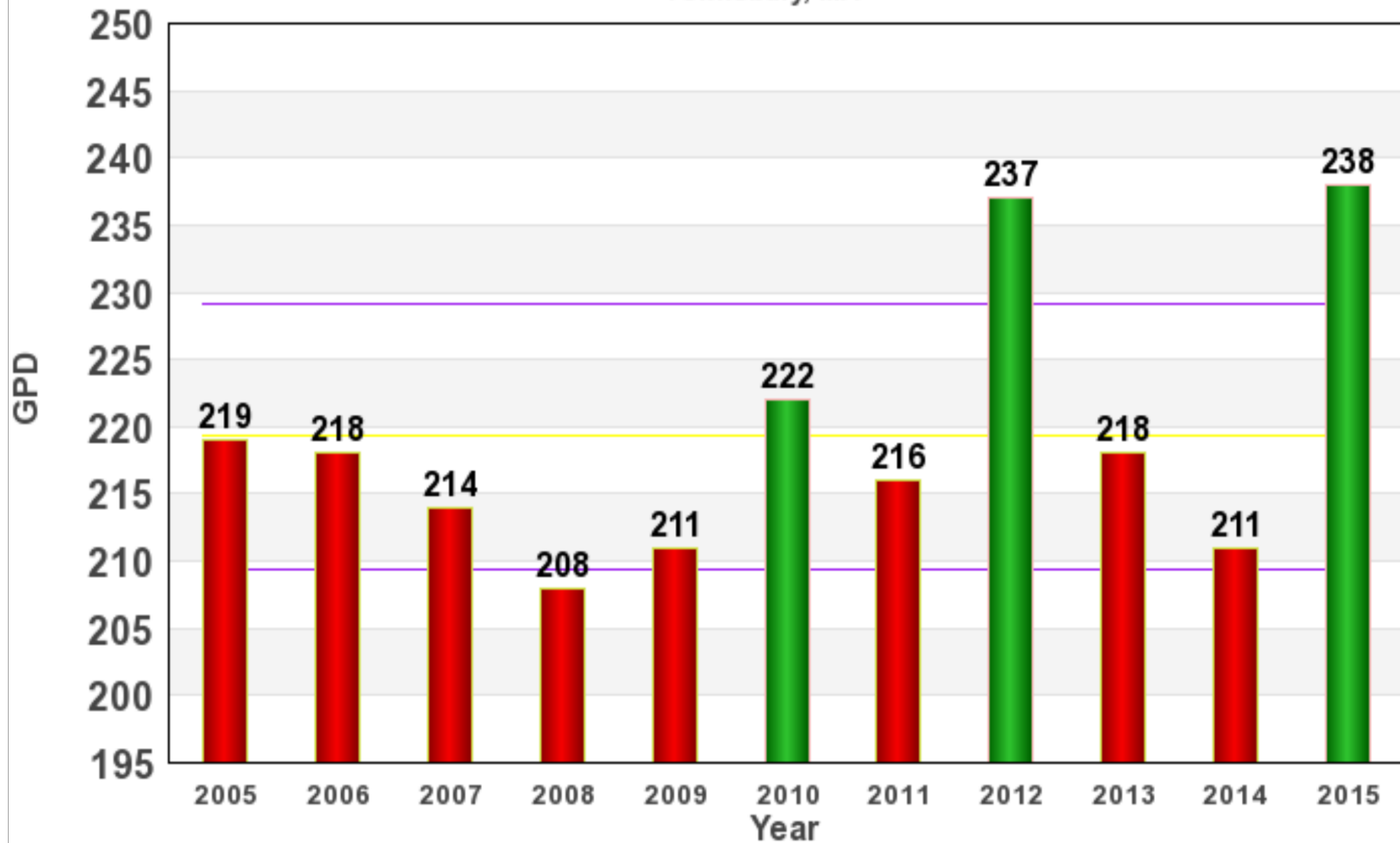
+0.61in

Total Snowfall (vs Last Year)

0.0in (-6.2in)

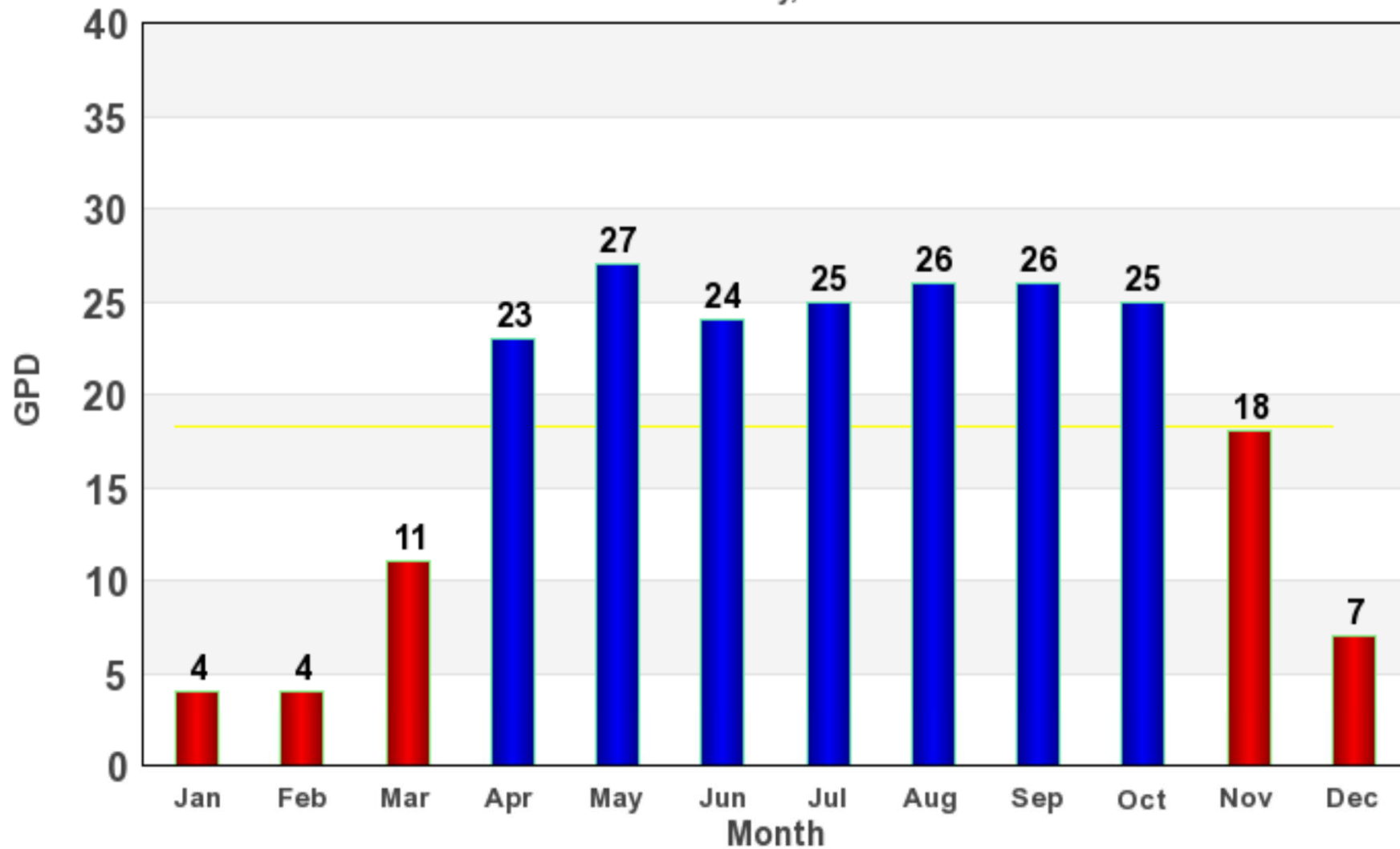
Golf Playable Days

Tewksbury, MA



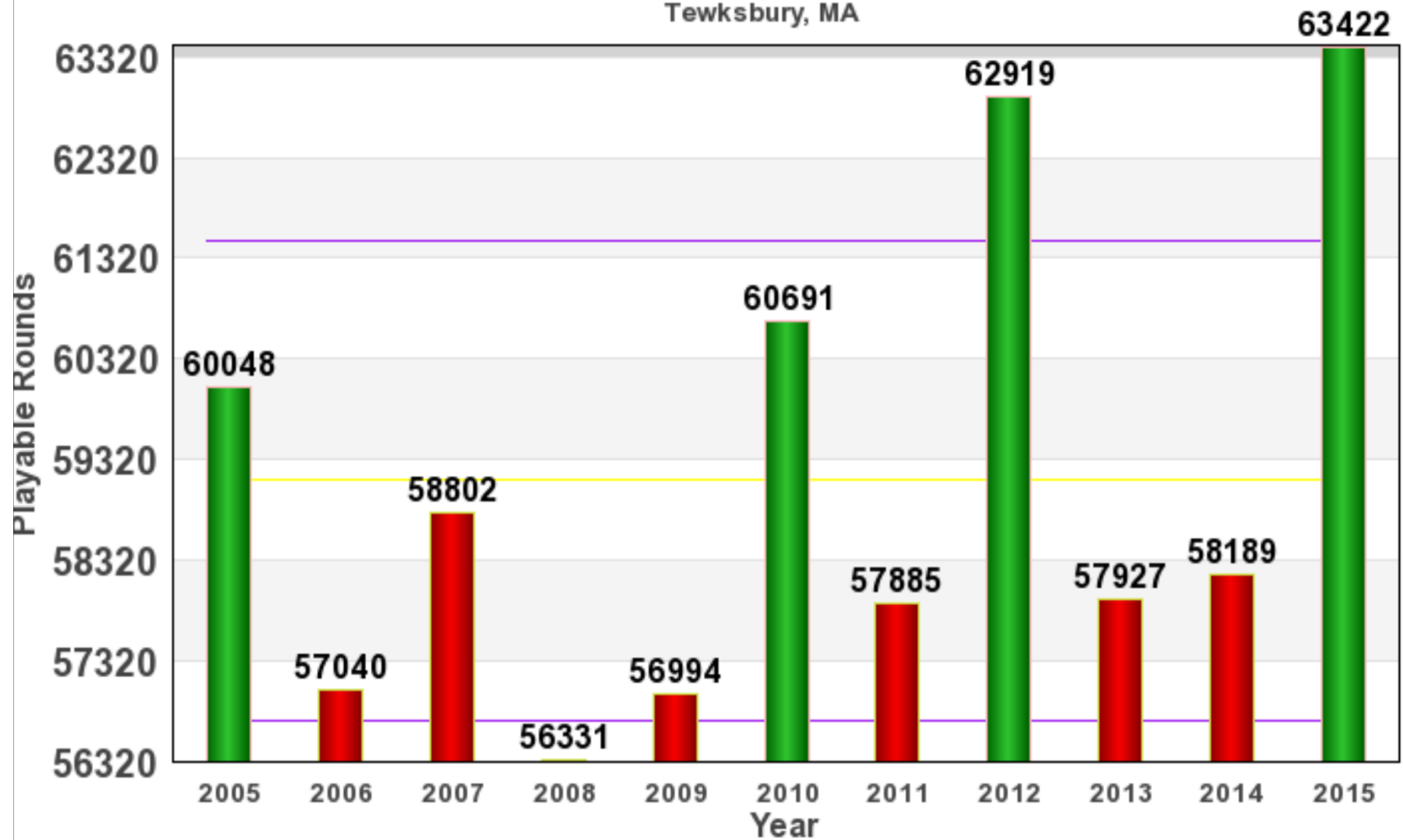
Average Golf Playable Days by Month

Tewksbury, MA



Yearly Playable Rounds

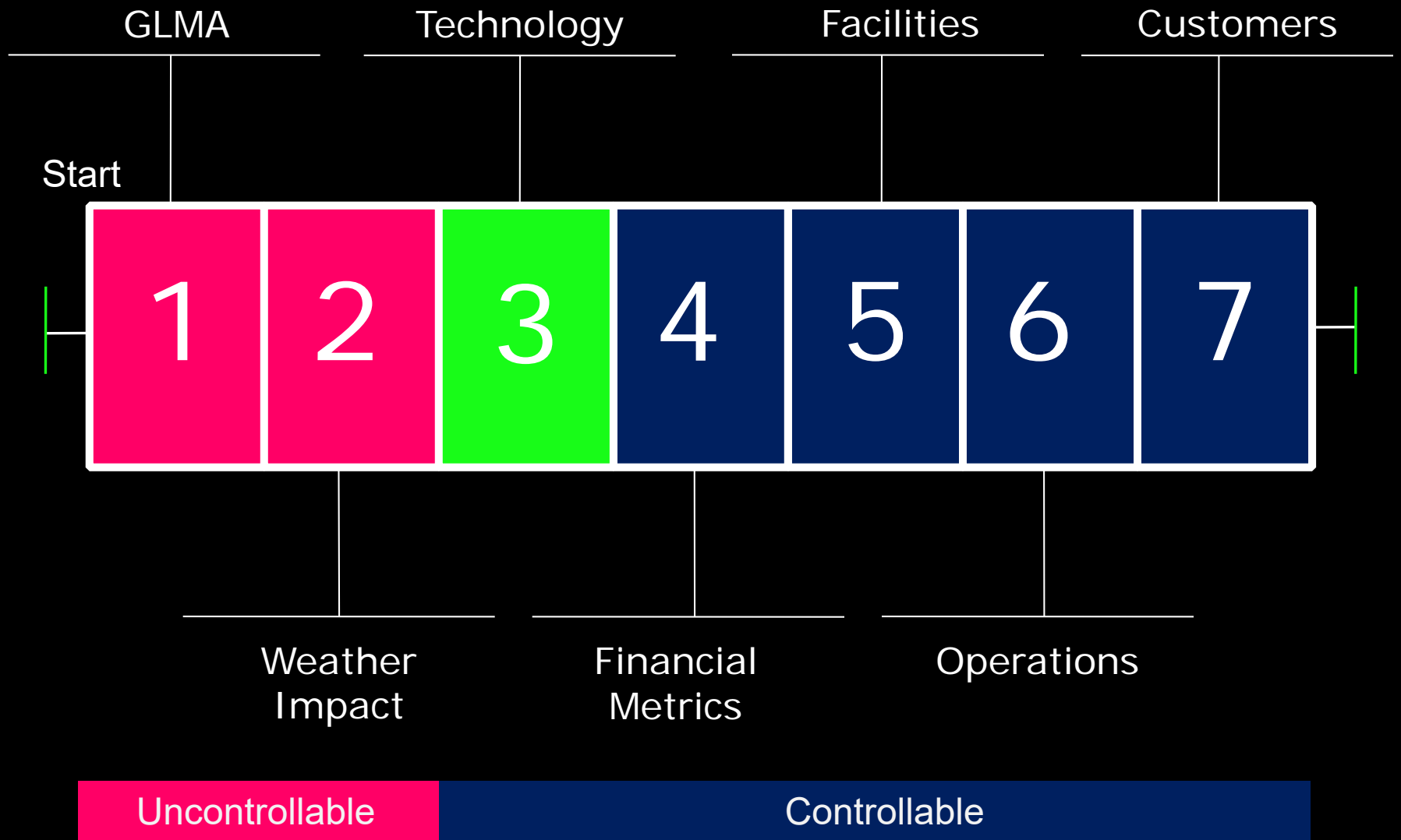
Tewksbury, MA



Controllable

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3

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

Email Database

Website

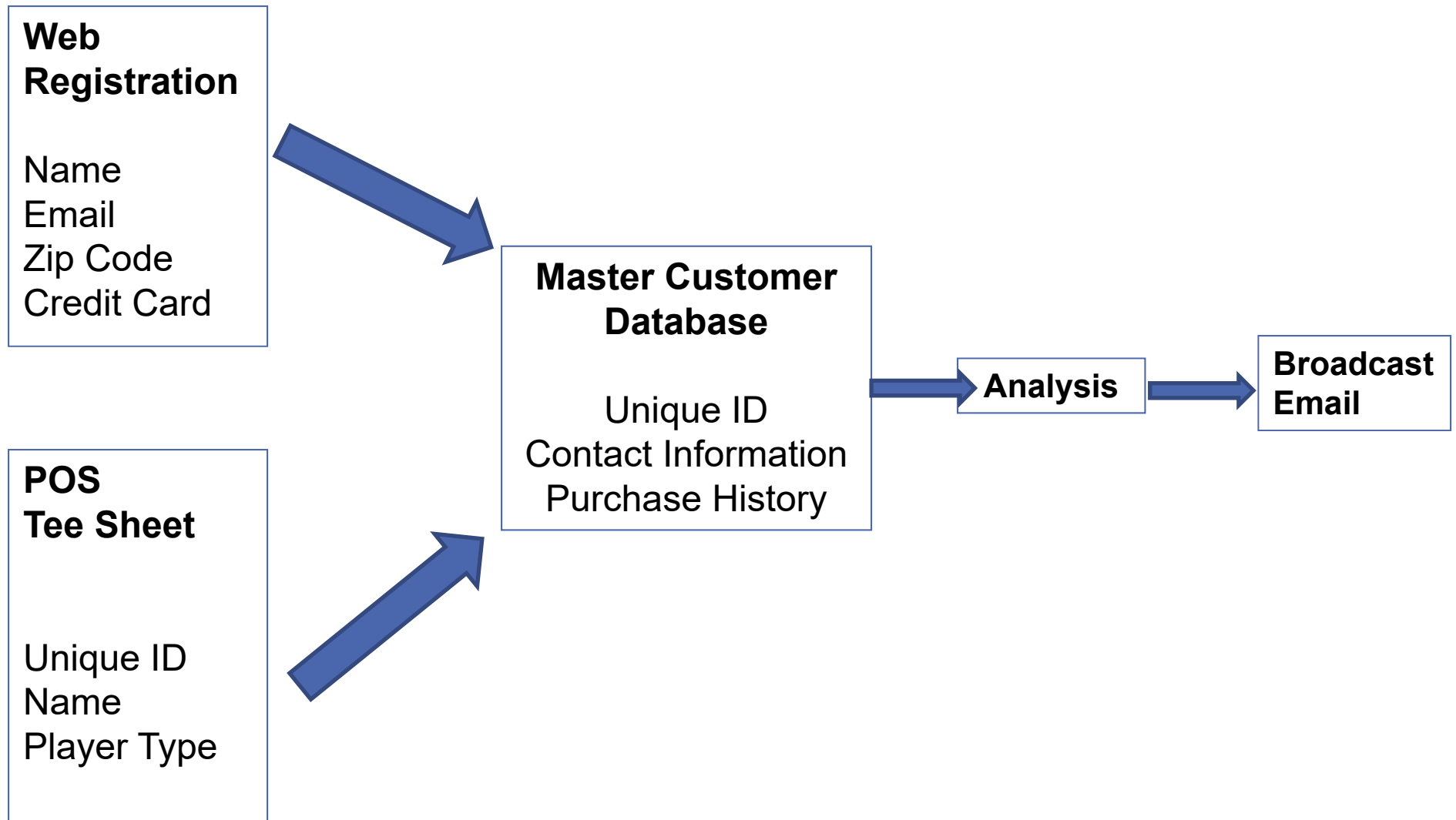
Facebook or
Google Circles

Twitter

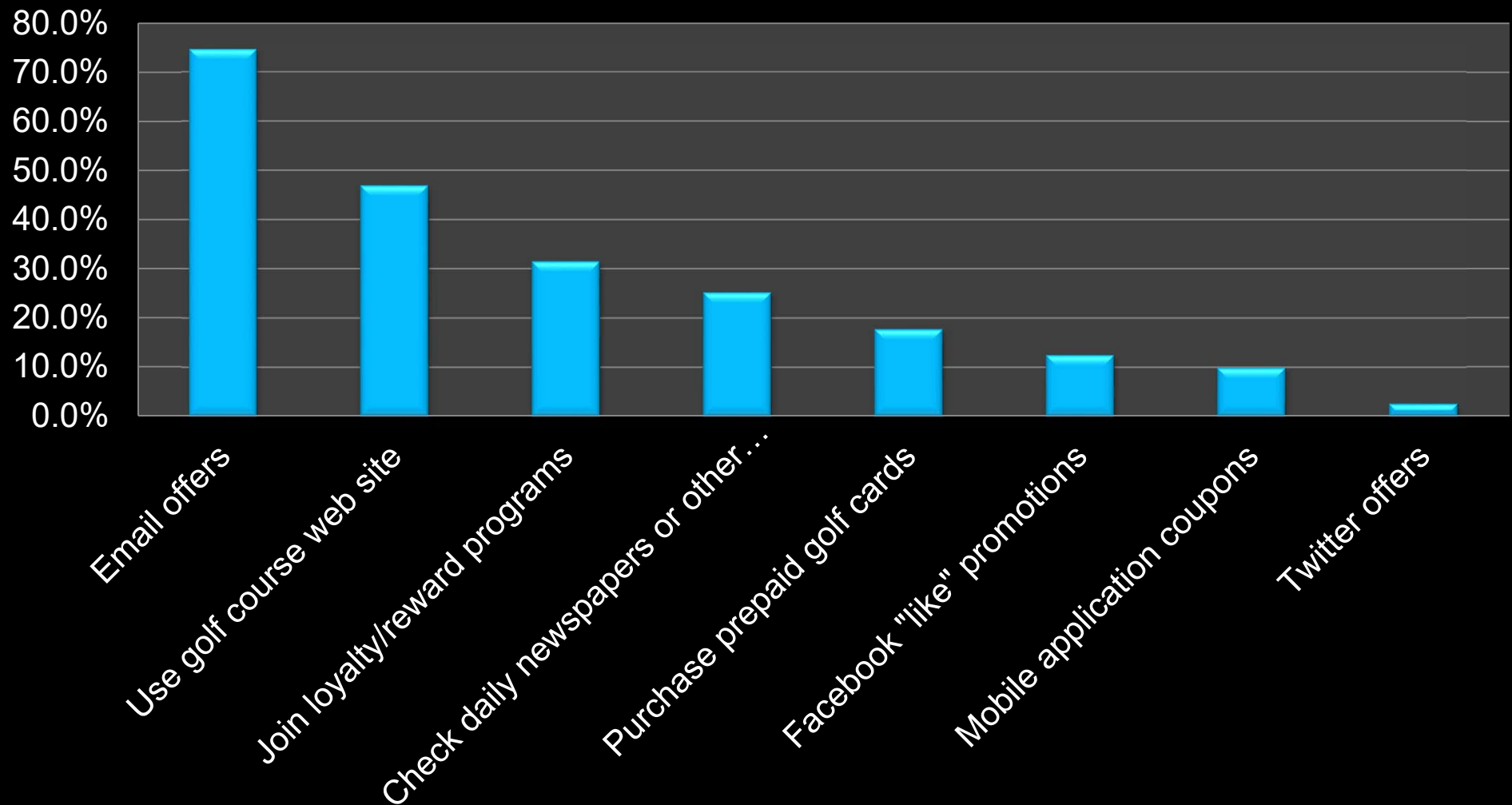
You Tube

Linked In

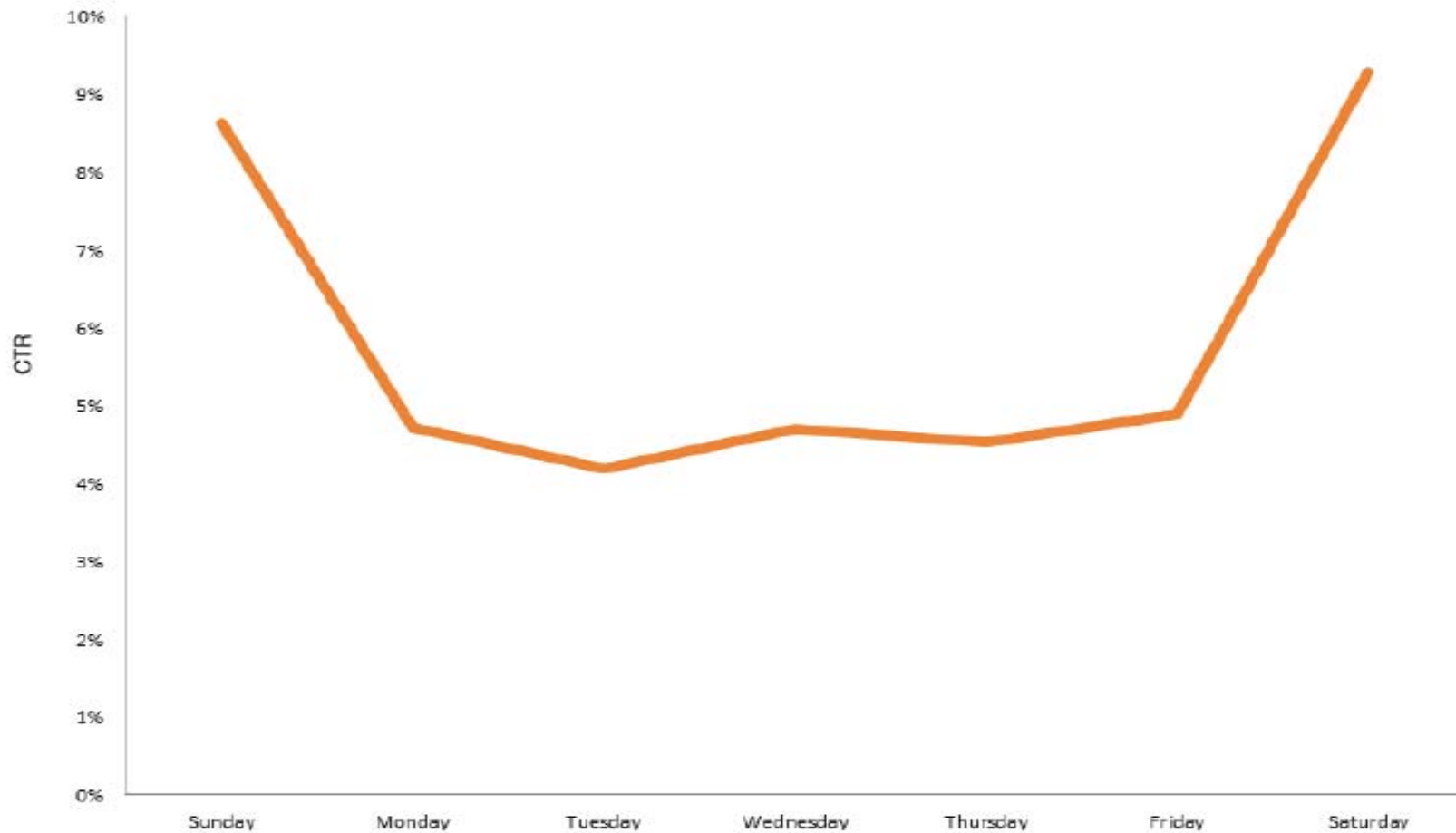
Ideal Data Flow



To Learn About the Course and Specials

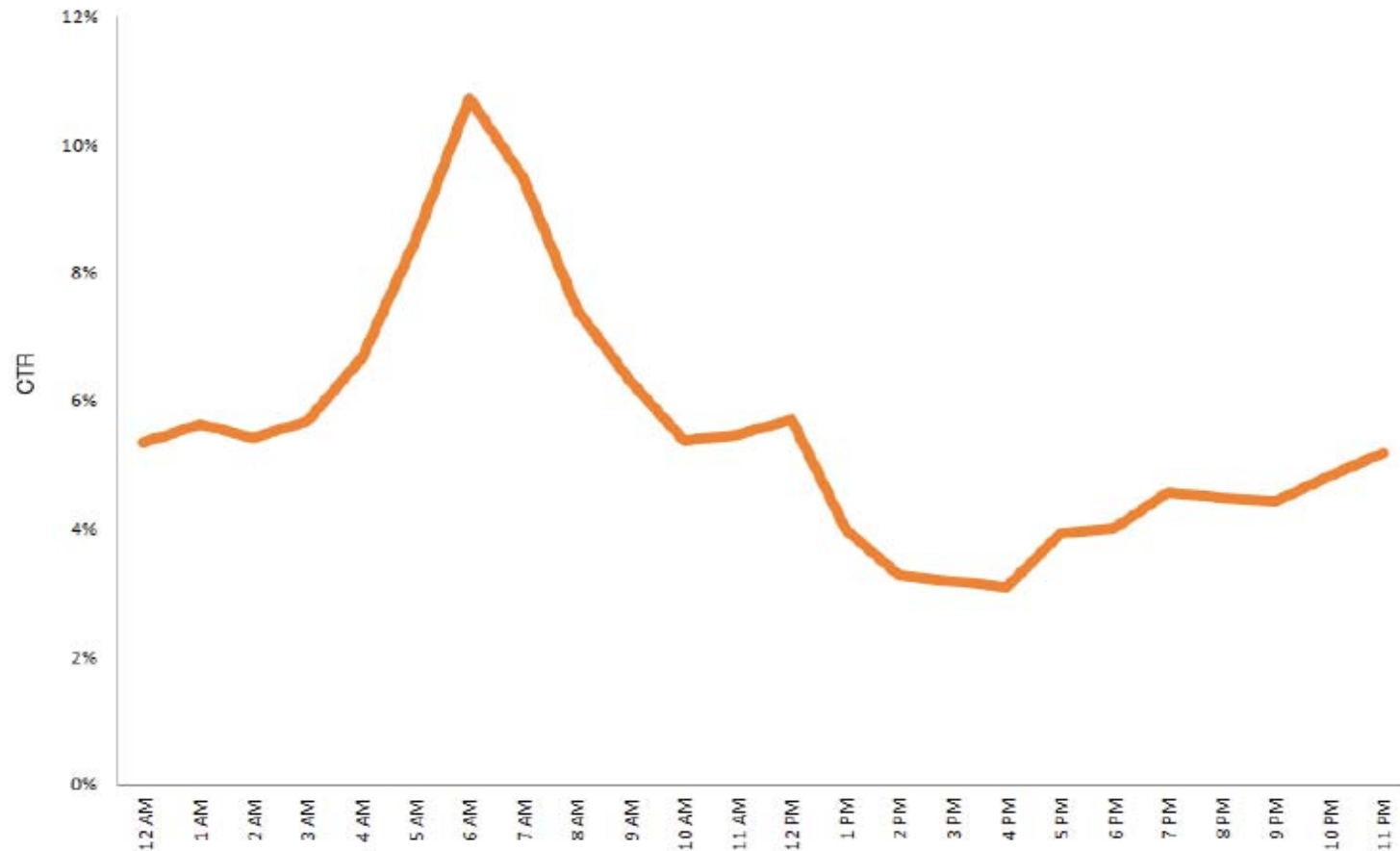


Effect of Day-of-Week on Clickthrough Rate



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

Facebook or
Google Circles

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You Tube

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Reservations

Discounts & Coupons

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Hertz Car Sales

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View/Modify/Cancel a Reservation

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Return Date & Time:

 06:00 PM

3 **Please Select an Age** ?

Rental Car Type: ?

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☐ Enter a Discount or Promo Code ?

Book as a Member

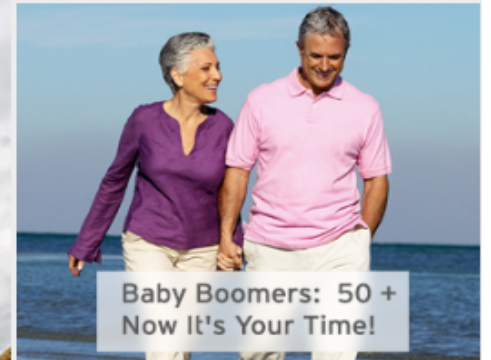
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AUG

27

15

COURSE

Bali Hai Golf Club



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NOV

25

15

COURSE

Bali Hai Golf Club

TIME

8:00 a.m.

PLAYERS

4



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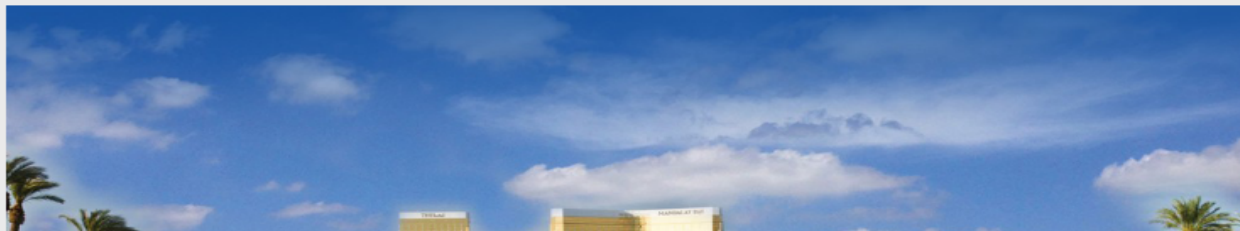
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TIME

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PLAYERS

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NOV

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COURSE

Bali Hai Golf Club

TIME

8:00 a.m.

PLAYERS

4



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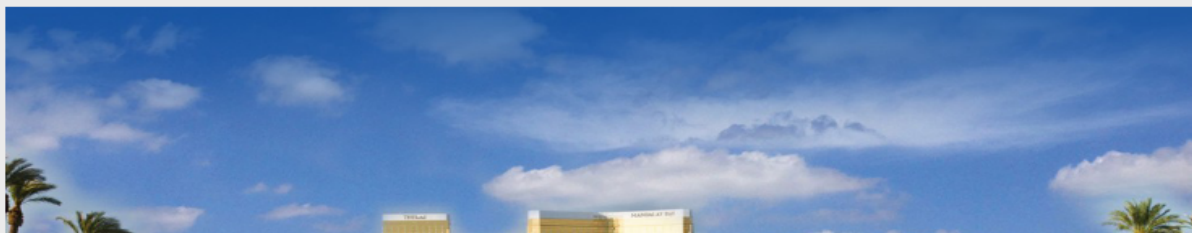
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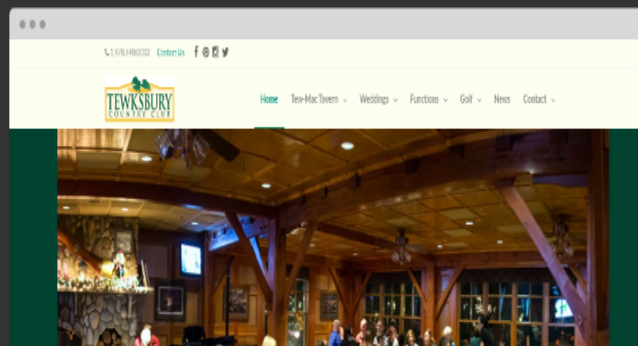
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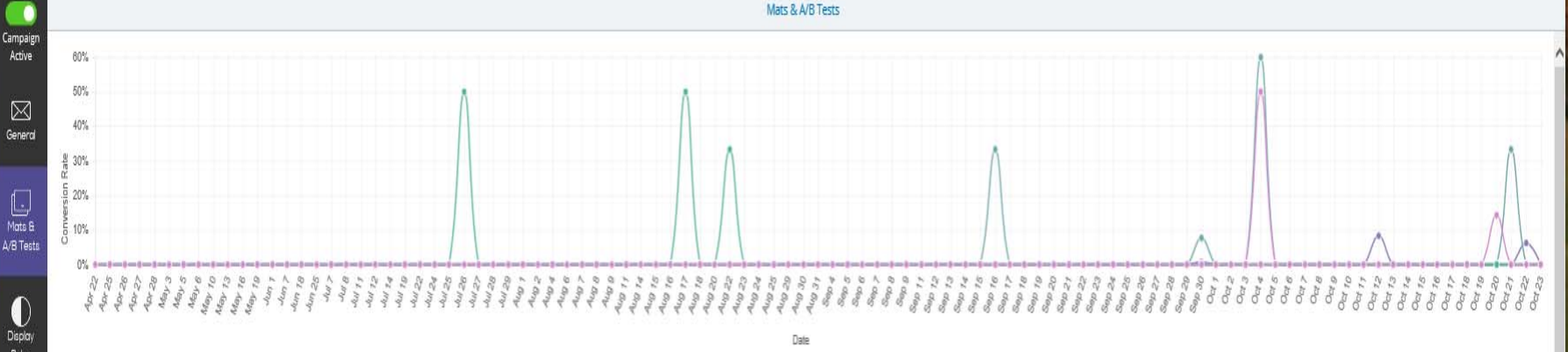
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Newsletter	<input checked="" type="checkbox"/>	<div><div></div>less default more</div>	459	19	0	4.14%	—	Baseline
Noah	<input checked="" type="checkbox"/>	<div><div></div>less default more</div>	259	7	0	2.70%	18.14%	-34.71%
JJ Keegan Arrowhead	<input checked="" type="checkbox"/>	<div><div></div>less default more</div>	389	18	0	4.63%	0.27%	+11.78%
JJ Keegan Yoga	<input checked="" type="checkbox"/>	<div><div></div>less default more</div>	422	6	0	1.42%	93.09%	-65.65%
Top 10	<input checked="" type="checkbox"/>	<div><div></div>less default more</div>	284	5	0	1.76%	71.17%	-57.47%
Business of Golf - 2016 Edition	<input checked="" type="checkbox"/>	<div><div></div>less default more</div>	1,578	0	19	1.20%	99.99%	-70.91%

SAVE

CONVERSION RATE 57%

Campaigns

Mats

HomeCampaign1JJ Keegan YogaJJ Keegan ArrowheadNoahNewletterTop 10Mat JJ Noah Copy

Design

Fields

Behavior

Advanced

Tracking Pixels

Campaigns

2 Shares

Facebook

Twitter

LinkedIn

Google+

Pinterest

WhatsApp

Telegram

Facebook Messenger

Print

Close

Template

Default

Reset to template defaults

Background

Recommended size: 1440x900

Color

Heading

Font

Color

Here is A Secret. Yoga on a Surfboard and Success

ABC

Text

Font

Color

Let Me Help You Keep Your Eyes on the Horizon to I

ABC

Button

Font

Background

Color

Have Me Focus

ABC

Opt Out

Font

Background

Color

No Thanks. I am all W

ABC

Close

Email

Background

Color

Your email address

Design

desktopmobile

Here is A Secret. Yoga on a Surfboard and Success in Managing a Golf Course Have One Thing in Common

Let Me Help You Keep Your Eyes on the Horizon to Ensure Your Success

Your email address

Have Me Focus

No Thanks. I am all Wet

Default

Default Template for Welcome Mat

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Members Only

My Cart (0)

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GOLF CONVERGENCE

Campaigns

Home

Campaign #1

JJ Keegan Yoga

JJ Keegan Arrowhead

Noah

Newsletter

Top 10

Mat #1 Noah Copy

Design

Fields

Behavior

Advanced

Tracking Pixels

Campaigns

2 Shares

Facebook

Twitter

LinkedIn

Google+

Pinterest

Brand

Reset to template defaults

Background

Recommended size: 1440x900

Color

Overlay

Recommended size: 1440x900

Color

Border

Recommended size: 1440x8

Color

Logo

Recommended size: 600x240

Heading

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Design

Template

Prosper

Reset to template defaults

Background

Recommended size: 1440x900

Color

Heading

Font

Color

Welcome. I was one of the owners here.

ABC

Text

Font

Color

Let me send you the latest tips, tricks and traps via

ABC

Button

Font

Background

Color

Send Me Your Secrets

ABC

Opt Out

Font

Background

Color

NO THANKS. PREFER

ABC

Close

Name

Background

Color

Your name

Email

Background

Color

Your email

Phone Number

Background

Color

Enter your Phone Number

desktopmobile

Welcome. I was one of the owners here.

Let me send you the latest tips, tricks and traps via my blog, newsletter and Webinar invitations to help you create value for your golfers and heighten your profits.

Your name

Your email

Send Me Your Secrets

NO THANKS. PREFER TO WALLOW

Prosper

SAVE

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50
Shares

37

10

10

1



James J. Keegan - Managing Principal and

Smart Bar

crisphe@gmail.com just subscribed.

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The Top 10 Consultants

Solution Designer

Schedule a visit to your course

ACTIVE USERS	PAGEVIEWS	BOUNCE RATE
0	10	33.33%
PAGE • NOW	PAGE • TODAY	PAGE • TODAY

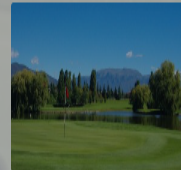
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We create astute insights
Greatly Enhancing the Financial Performance of Your Golf Course

Get Started



While every golf course has a different personality, they are all governed by a common business model.



body_overlay 80 clicks (43%)



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One of the Top 10 Golf Consultants

Strategist, Speaker and Solution Designer

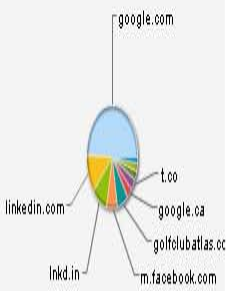
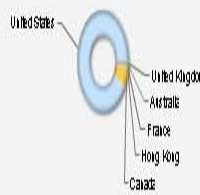
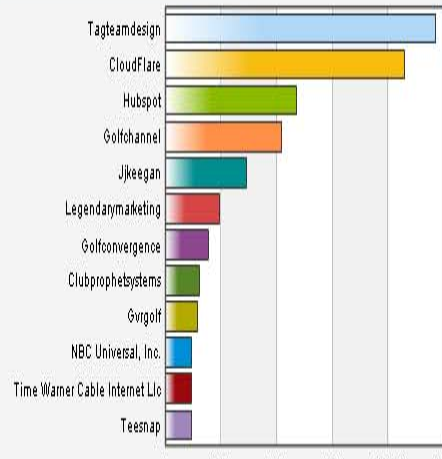
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ACTIVE USERS	PAGEVIEWS	BOUNCE RATE
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Update to display visits between and from

Most Recent Visitors		Statistics	Number Of Visitors Per Day During This Period
Jikeegan 14/11/2016		There were 3193 visitors during this period.	
Navigant Consulting, Inc. 14/11/2016			
Regus Management Group 14/11/2016			
TPG Capital, L.P. 14/11/2016		At least 1505 visitors viewed more than one page.	<div>Referring Sites</div> 
Data Matters 14/11/2016			
Charter Communications (sbsmith@student.uic.edu) 14/11/2016			
Choopa Llc 14/11/2016		There were 84 visitors who converted by submitting a form.	<div>Most Active Locations</div> 
SimpleLink LLC 14/11/2016			
Cummins Engine Co. 13/11/2016			
Cloudflare 12/11/2016			
Cloudflare 12/11/2016			
Cloudflare 12/11/2016			
Most Recent Search Terms	Most Recent People		Most Active Visitors
	sbsmith@student.uic.edu 14/11/2016		
	kyle@tagteamdesign.com 11/11/2016		
	psampliner@gmail.com 10/11/2016		
	Sjohanson@threecrownsclub.com 8/11/2016		
	proabrams@yahoo.com 7/11/2016		
	kevin@twincitiesgolf.com - 10/11/2016		
	luckypar2@yahoo.com 4/11/2016		
	horvathk@mail.hfs.msu.edu 4/11/2016		

02

FILEHOMESEND / RECEIVEFOLDERVIEWADD-INSReliefJetSEARCH

New EmailNew Items

IgnoreClean UpJunkDelete

ReplyReply AllForwardMore

Links MagazineTeam EmailReply & DeleteTo ManagerDoneCreate New

MoveRulesOneNoteUnread/ReadCategorizeFollow Up

Search PeopleAddress BookFilter EmailFind

Favorites

Inbox+Bid Sync+Google Alerts

jjkeegan@jjkeegan.com (1)

InboxDrafts [3]Deleted Items 1JunkOutboxSearch Folders

jjkeegan@jjkeegan.golf

InboxDeleted Items[Gmail]Junk E-mailOutboxSearch Folders

Golf Convergence - Carbonite Backup

InboxDraftsSent ItemsDeleted Items

2013 - Summer Series2013 - Summer Winter Series2014 - Business of Golf - Fall Semester2015 - Business of Golf - Winter Semester2015 - University PGM Programs

BookBusiness AssociatesFamilyGolf AssociationsGolf CoursesGolf Software Firms

SEARCH TOOLS

All Mail Items - Golf Convergence - Carbonite Backup - Outlook

SEARCH

Quick Steps

LeadLander.Alert <alerts@leadlander.com>

All Mailboxes

AllUnread

By DateNewest

Yesterday

LeadLander.Alert38 KB

Sat 7:17 PM

LeadLander.Alert31 KB

Sat 7:08 PM

LeadLander.Alert29 KB

Sat 7:06 PM

LeadLander.Alert27 KB

Sat 7:03 PM

LeadLander.Alert25 KB

Sat 7:03 PM

LeadLander.Alert23 KB

Sat 5:31 PM

LeadLander.Alert22 KB

Sat 5:30 PM

LeadLander.Alert21 KB

Sat 5:30 PM

LeadLander.Alert19 KB

Sat 5:29 PM

LeadLander.Alert18 KB

Sat 12:19 PM

LeadLander.Alert15 KB

Sat 12:19 PM

LeadLander.Alert15 KB

Sat 12:12 PM

Last Week

LeadLander.Alert16 KB

Thu 10/20

LeadLander.Alert18 KB

Thu 10/20

LeadLander.Alert

ReplyReply AllForward

LeadLander.Alert <alerts@leadlander.com>

jjkeegan@jjkeegan.com

Form Alert: khamilton@evergreengolfcentre.com

LeadLander Form Submission Alert

The following person submitted a form on your website.

Email: khamilton@evergreengolfcentre.com

Information about this visit:

Details: Click here to view details in LeadLander

IP Company:

IP Address: 75.159.67.68

IP Location: Lethbridge, AB, Canada

First 30 pages viewed during this visit:

10/22/2016 5:26:34 PMhttp://jjkeegan.com/store/business-of-golf-what-are-you-thinking-2016/?LLM=Email_Address&utm_source=Master Database 9 1 2016&utm_campaign=ce66d527ef-Business of Golf hat Are You Thinking 10 18 2016&utm_medium=email&utm_term=0_61f6996c97-ce66d527ef-211299&ct=t(Business of Golf_What_Are_You_thinking_O10_18_2016)&mc_cid=ce66d527ef&mc_eid=ebff7a4887

10/22/2016 5:26:48 PMhttps://jjkeegan.com/online-education/

10/22/2016 5:26:54 PMhttp://jjkeegan.com/store/resources/

10/22/2016 5:27:37 PMhttps://jjkeegan.com/store/cart/

10/22/2016 5:27:56 PMhttps://jjkeegan.com/store/cart/?LLM=khamilton@evergreengolfcentre.com&LLN=&LLPH=&LCO=

10/22/2016 5:28:00 PMhttps://jjkeegan.com/store/cart/

10/22/2016 5:28:15 PMhttps://jjkeegan.com/store/cart/

10/22/2016 5:28:32 PMhttps://jjkeegan.com/store/cart/?LLM=khamilton@evergreengolfcentre.com&LLN=&LLPH=&LCO=

10/22/2016 5:28:36 PMhttps://jjkeegan.com/store/cart/

10/22/2016 5:29:12 PMhttps://jjkeegan.com/store/cart/?LLM=khamilton@evergreengolfcentre.com&LLN=&LLPH=&LCO=

10/22/2016 5:29:15 PMhttps://jjkeegan.com/store/cart/

10/22/2016 5:29:33 PMhttps://jjkeegan.com/store/cart/?LLM=khamilton@evergreengolfcentre.com&LLN=&LLPH=&LCO=

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Golf Convergence

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Scheduled

2

Filter by profile... 0 ▾

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[Day](#)
[Week](#)
[Month](#)

Export to...


Tuesday, Nov 15

12:00pm The reversible nine hole course format may be a way to get inner cities back into the game the author postulates <http://ow.ly/3ZH3u3055WSW5P>
by James J. Keegan


Wednesday, Nov 16

12:00pm Sports and Leisure White Paper Re Sports Marketing: "Play up Nostalgia, Tradition, and the Escape to "Better Times" <http://ow.ly/Bce6305SWGd>
by James J. Keegan


Thursday, Nov 17

12:00pm  48% of consumers prefer to hear from companies on a weekly basis. Email delivers a whopping 43% ROI <http://ow.ly/p3N4305SWSp>
by James J. Keegan

Friday, Nov 18

12:00pm  ⁵ Interesting concepts some of which could be adopted by golf courses to avoid the historic template based approach. <http://ow.ly/5vywq305W2w8>
by James J. Keegan


Monday, Nov 21

12:00pm  Getting stock photos to enhance one's website is always valuable. Here is a list of 10 free sites <http://ow.ly/tgn3305W3e4>
by James J. Keegan

Tuesday, Nov 22

12:00am Great review for golf course personnel as to best practices for lead generation. <http://ow.ly/DUDQ305W3xR>
by James J. Keegan

Wednesday, Nov 23

12:00pm  5 Twitter owned Vine. Twitter has had two reservations in employee recently. Will it last? <http://ow.ly/CiMg305Wpe5>
by James J. Keegan

Monday, Nov 28

12:00pm The growing importance of the correct use of social media is #1 <http://ow.ly/m3Ne305WoZe>
by James J. Keegan

Tuesday, Nov 29

Monthly Domain Overview - [golfnow.com](#)

 EXPORT PDF

 Domain Overview

 Competition

 Shared Keywords

 Top Keywords

 AdWords History

 Ranking History

 Inbound Links

 Sign Up

Organic Search (SEO)

ORGANIC KEYWORDS

18,607

EST MONTHLY SEO CLICKS

218.5k

EST MONTHLY SEO CLICK VALUE: \$92k

8,805

Keywords their top 2 competitors also rank for

10 YEARS 3 MOS

History of rankings we've collected

Inbound Clicks from Google - Organic vs. Paid

Organic

Paid



Paid Search (AdWords)

PAID KEYWORDS

5,952

EST MONTHLY PPC CLICKS

11.1k

EST MONTHLY ADWORDS BUDGET: \$7.7k

1,161

AdWords their top 2 competitors also buy

10 YEARS 3 MOS

of AdWords history: Every test they've run.

JUST MADE IT TO THE FIRST PAGE

742

SEO Keywords

JUST FELL OFF FIRST PAGE

761

Top 50 AdWords
buy recommendations

Worst performing keywords
to negative match out

Competition

Top Organic Competitors

1 [golfadvisor.com](#)

2 [golflink.com](#)

3 [teeoff.com](#)

4 [worldgolf.com](#)

5 [teetimes.com](#)

[VIEW ALL COMPETITORS](#)

Top Paid Competitors

1 [teeoff.com](#)

2 [golf18network.com](#)

3 [groupgolfer.com](#)

4 [teetimes.net](#)

5 [americangolf.com](#)

[VIEW ALL COMPETITORS](#)

Monthly Domain Overview - teeoff.com

EXPORT PDF

Domain Overview

Competitor

Shared Keywords

Top Keywords

AdWords History

Ranking History

Inbound Links

Sign Up

Organic Search (SEO)

ORGANIC KEYWORDS

5,355

EST MONTHLY SEO CLICKS

21.2k

EST MONTHLY SEO CLICK VALUE: \$12k

3,779

Keywords their top 2 competitors also rank for

6 YEARS 8 MOS

Ranking history - back to their first result in Google

JUST MADE IT TO THE FIRST PAGE

90

SEO Keywords

JUST FELL OFF FIRST PAGE

56

Inbound Clicks from Google - Organic vs. Paid

Organic

Paid

56% Organic Clicks



Paid Search (AdWords)

PAID KEYWORDS

6,577

EST MONTHLY PPC CLICKS

16.8k

EST MONTHLY ADWORDS BUDGET: \$12.7k

1,098

AdWords their top 2 competitors also buy

2 YEARS 8 MOS

of AdWords history. Every test they've run.

Top 50 AdWords
buy recommendations

Worst performing keywords
to negative match out

Competition

Top Organic Competitors

1 golfnow.com

2 golfadvisor.com

3 teetimes.com

4 oobgolf.com

5 golfshot.com

VIEW ALL COMPETITORS >

Top Paid Competitors

1 golf18network.com

2 groupgolfer.com

3 golfnow.com

4 teetimes.net

5 golfzoo.com

VIEW ALL COMPETITORS >

For the month of: November 2015 Date Created: December 30, 2015 Monthly Competitive Set Data Includes Subject Property

OCCUPANCY (%)

My Course	Comp Set	Index (OCCI)
55.3	67.7	81.7

REVPAR (\$)

My Course	Comp Set	Index (PARI)
16.79	24.40	68.80

CHANNEL MIX (%)

My Course	Comp Set	Index (CHMI)
100.0	94.0	106.4

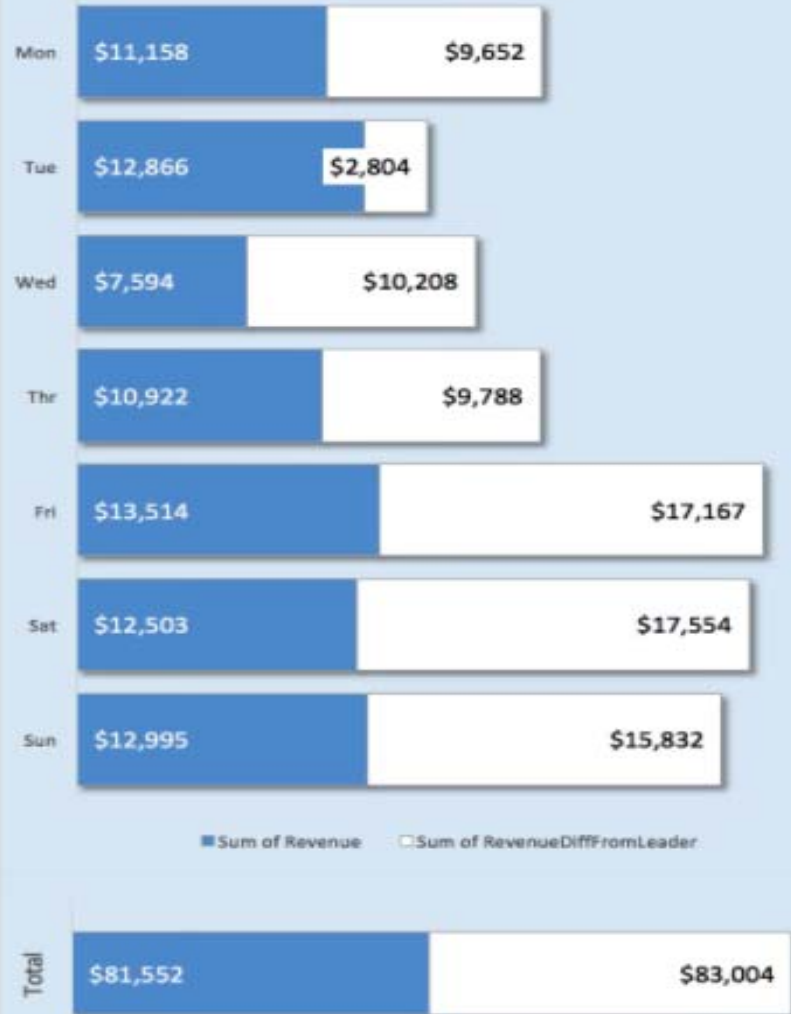
ARPR (\$)

My Course	Comp Set	Index (ARRI)
30.36	36.06	84.20

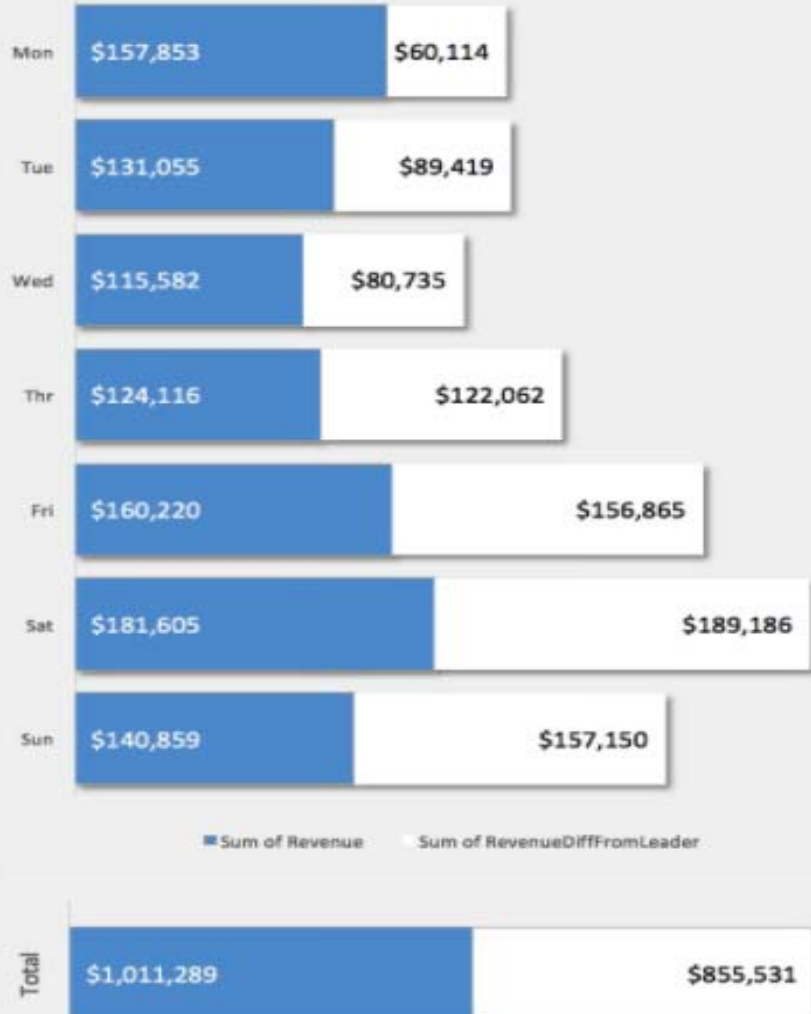
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**-CURRENT MONTH-
ADDITIONAL REVENUE OPPORTUNITY**



**-TRAILING 12 MONTHS-
ADDITIONAL REVENUE OPPORTUNITY**



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Dashboard #1 - Distribution Dashboard

For the month of: November 2015 Date Created: December 30, 2015 Monthly Competitive Set Data Includes Subject Property

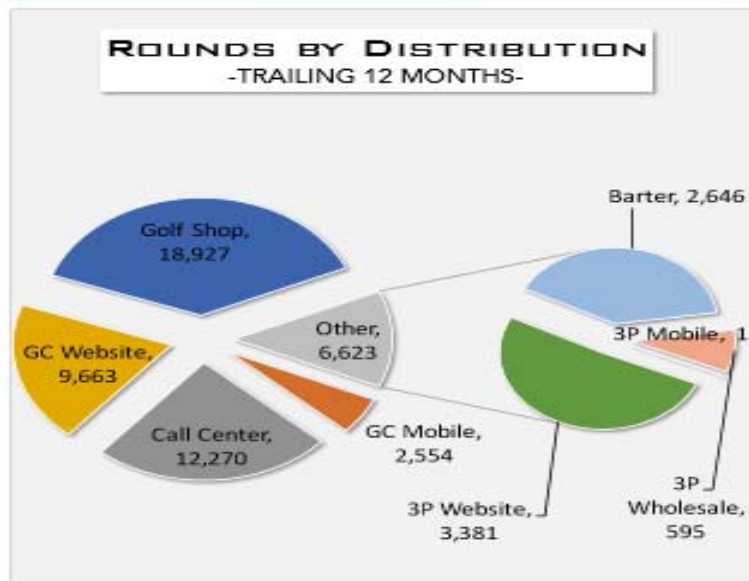


	-Rnds	%	-ARPR
Golf Shop	1,362	35%	\$39.89
Call Center	1,046	27%	\$47.72
GC Website	809	21%	\$40.74
GC Mobile	233	6%	\$36.25
Barter	206	5%	\$0.00
3P Website	192	5%	\$49.15
3P Wholesale	70	2%	\$74.26
Grand Total	3,918	100%	\$41.14

CURRENT MONTH BARTER OPPY. COST				
	-Rnds	-ARPR	-Est. Rev	% OCC
	5	\$42.66	\$	213 63.9%
	80	\$46.78	\$	3,743 67.3%
	121	\$35.58	\$	4,305 254.7%
	206	\$40.10	\$	8,261

BARTER RND\$ W/O OPPY. COST

0



	-Rnds	%	-ARPR
Golf Shop	18,927	38%	\$34.05
Call Center	12,270	25%	\$44.26
GC Website	9,663	19%	\$40.29
3P Website	3,381	7%	\$44.40
Barter	2,646	5%	\$0.06
GC Mobile	2,554	5%	\$31.69
3P Wholesale	595	1%	\$65.56
3P Mobile	1	0%	\$99.00
Grand Total	50,037	100%	\$44.91

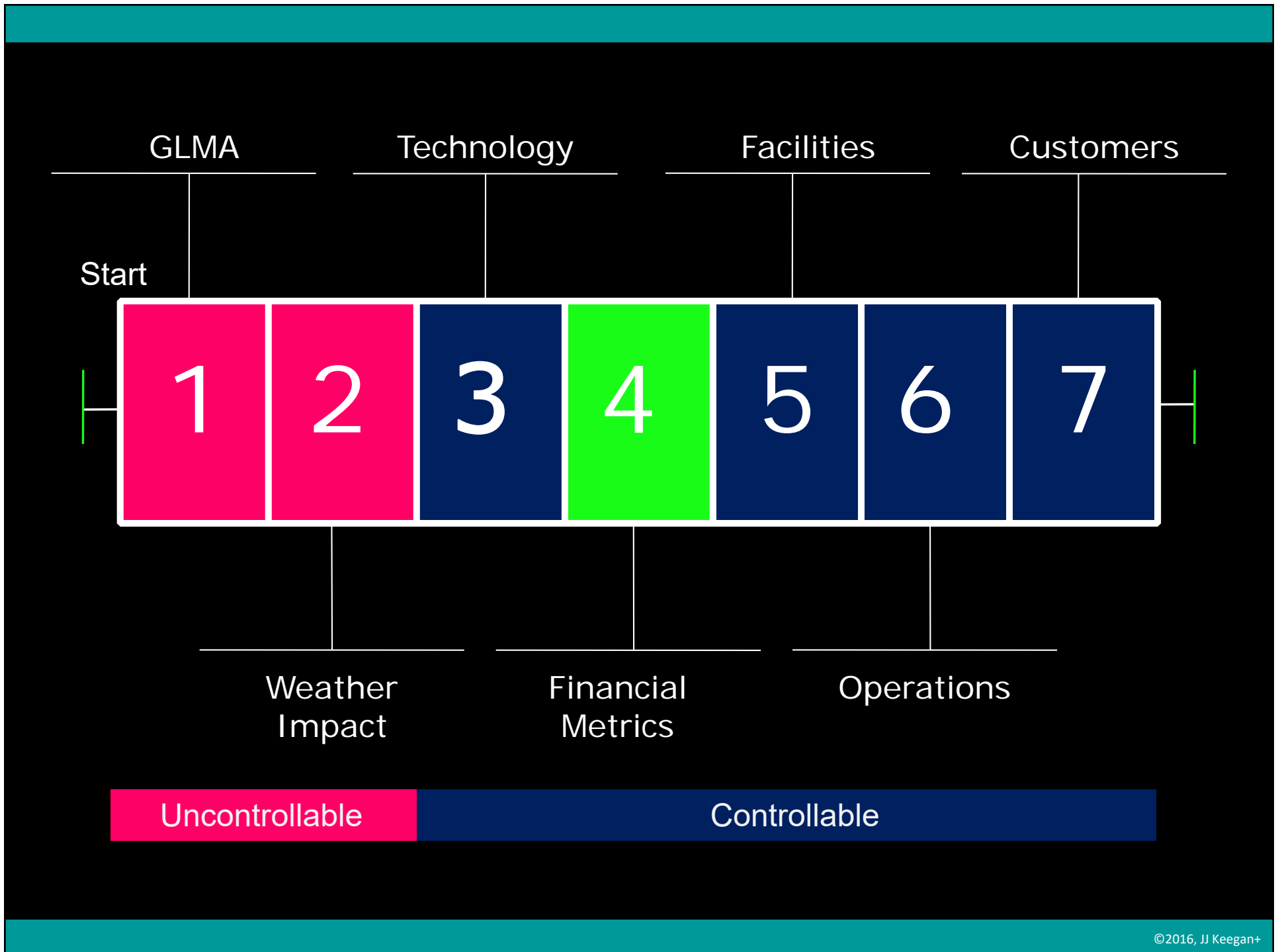
TRAILING 12 MONTH BARTER OPPY. COST				
	-Rnds	-ARPR	-Est. Rev	% OCC
	40	\$38.75	\$	1,550 51.7%
	902	\$53.08	\$	47,879 56.0%
	407	\$45.74	\$	18,616 58.3%
	1,286	\$32.72	\$	42,078 92.9%
	2,635		\$	110,123

BARTER RND\$ W/O OPPY. COST

11

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Alpha DRCA Report



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 .00083

Example 1: US Average Median Household Income: $\$53,657 * .00083 = \44.54

Example 2: North Side of Chicago Median Household Income: $\$90,000 * .00083 = \74.70

Note that the likely income of golfers is 166% higher than the median household of all residents within a 10 mile radius.

Financial Performance

Municipal vs. Daily Fee Golf Courses

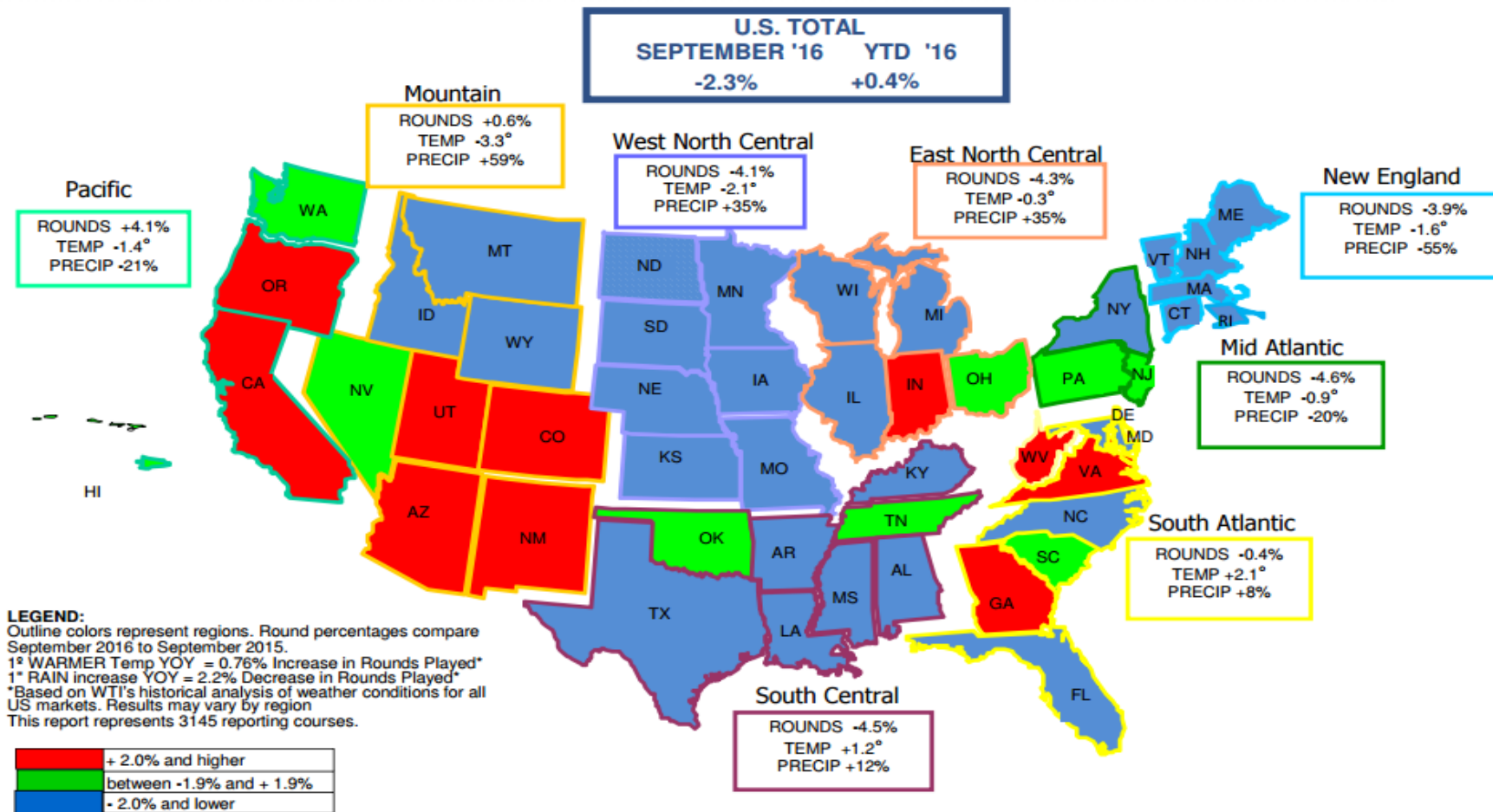
	Platinum Top 10%	Gold Top 25%	Silver Median	Steel - Bottom 25%
MUNICIPALITIES: 177 Courses Participating in Survey				
Rounds Played	51,782	40,000	29,500	22,584
Full-Time Employees	21	11	7	4
Total Revenues	\$2,327,000	\$1,675,000	1,068,865	720,941
EBITDA	1,631,493	814,558	100,000	40,520
DAILY FEE: 348 Courses Participating in Survey				
Rounds Played	44,432	35,000	25,000	18,000
Full-Time Employees	32	16	10	5
Total Revenues	\$3,350,000	\$2,087,484	\$1,209,153	\$659,768
EBITDA	\$820,715	\$454,558	\$192,500	\$41,000

Source: PGA Performance Trak, 2014 compiled in 2015

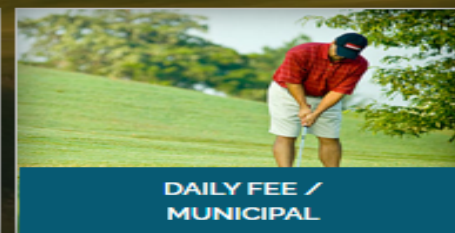
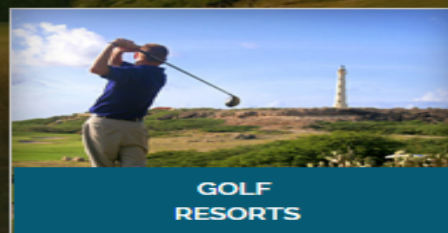


National Golf Rounds Played Report

Page 1 of 2



Collective Wisdom of the Golf Industry Individual Strategic Decision Making



The Right Solution for Your Facility

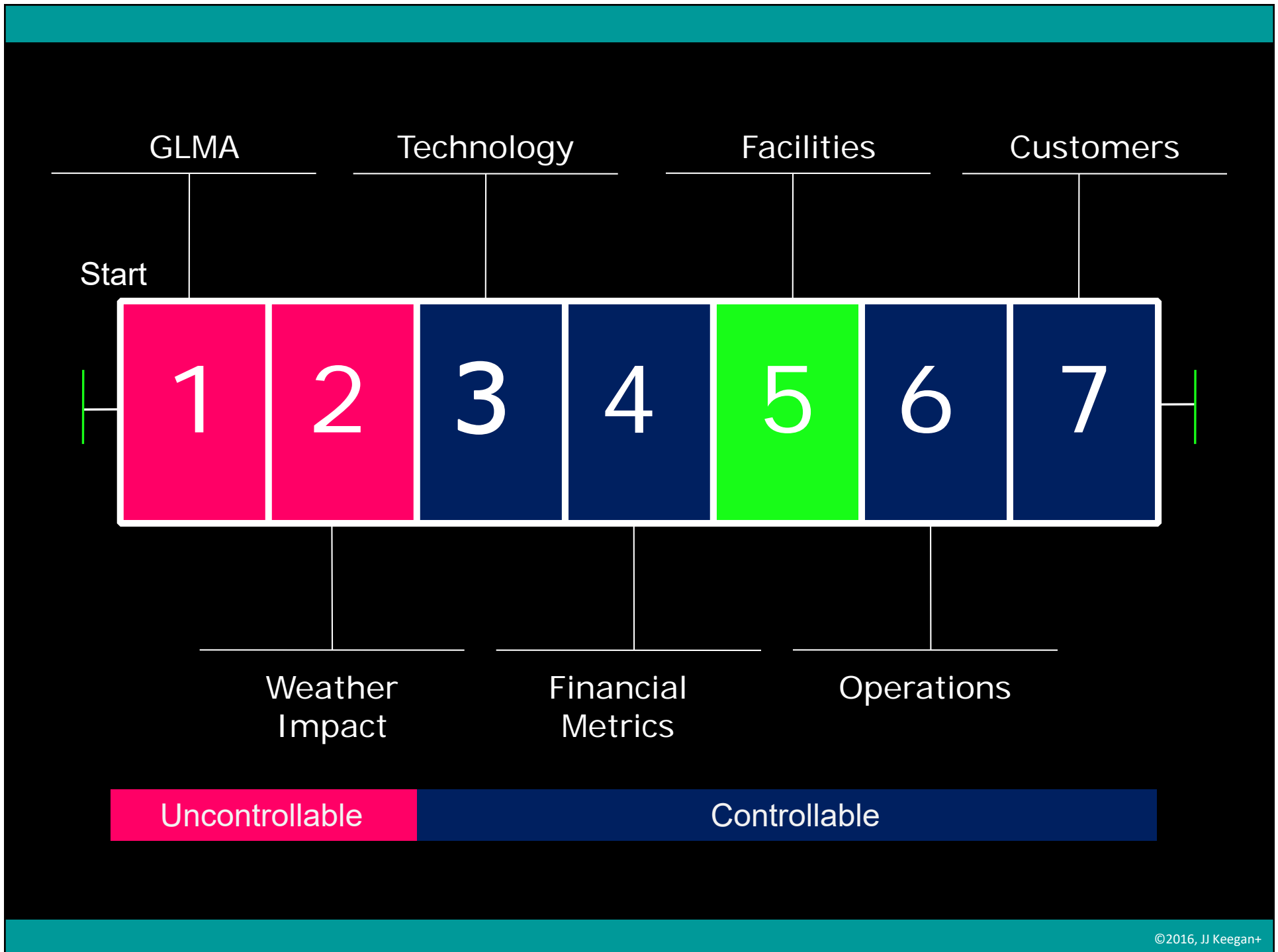
WHAT IS LINKS INSIGHT?

A subscription-based online management tool that provides a 360-degree view of key performance indicators of your business. Links Insight captures critical metrics in your facility to provide you with the ability to analyze your business against your comp set, your geographic market or the industry as a whole.

WHAT CAN IT DO FOR MY COURSE?

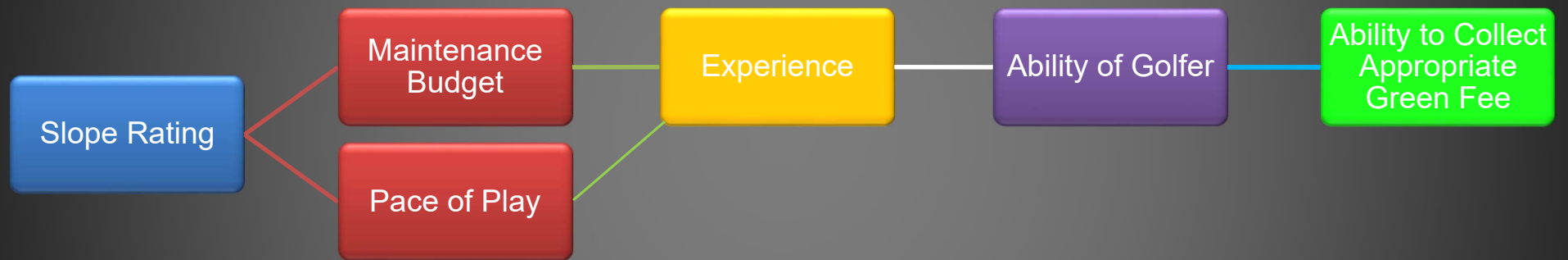
The tools within Links Insight give context, relevance, and meaning to your data, giving you greater knowledge and greater control that ultimately allows you to manage your business using fact based analysis and benchmarking.





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.



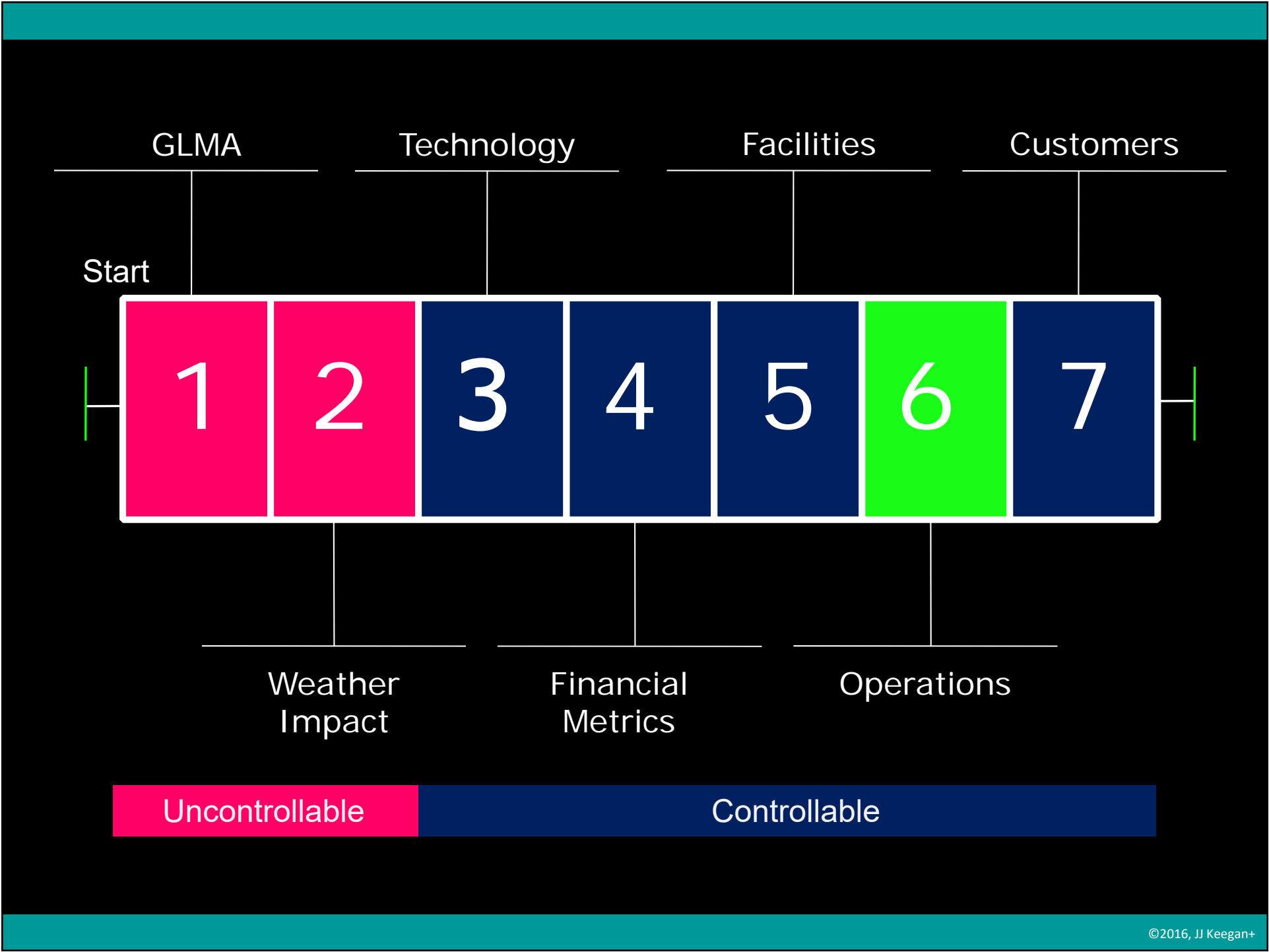


Maintenance Budget Determines Green Fee

Step 1: Maintenance Budget * .0001

Example: Average Municipal Budget \$450,000

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



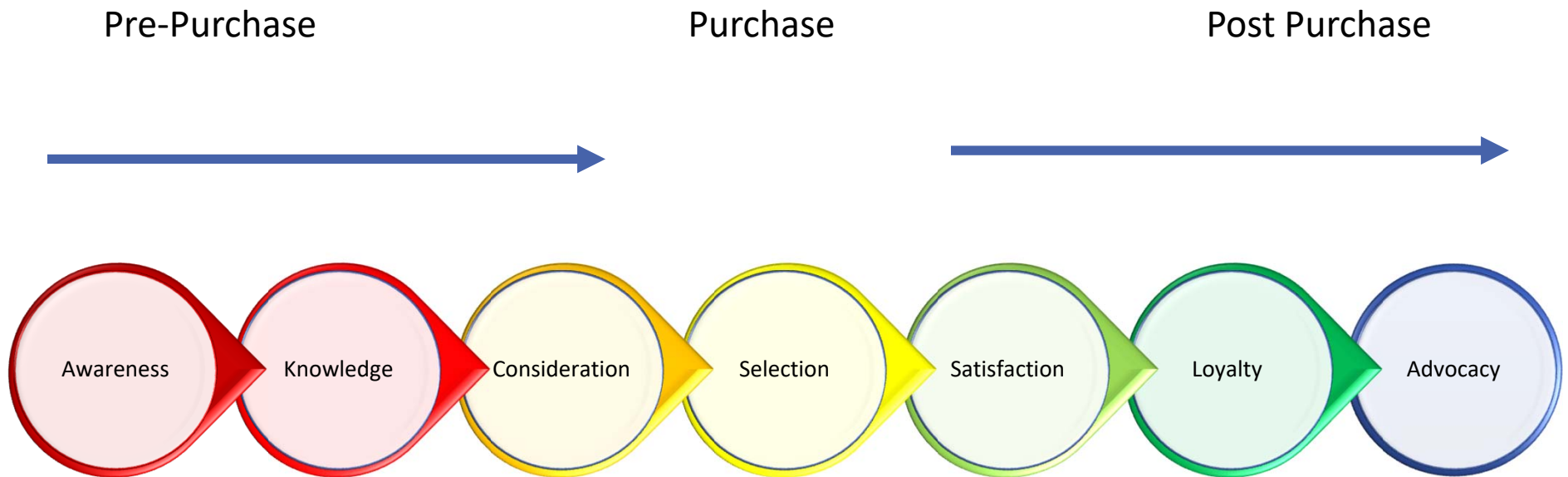
6

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

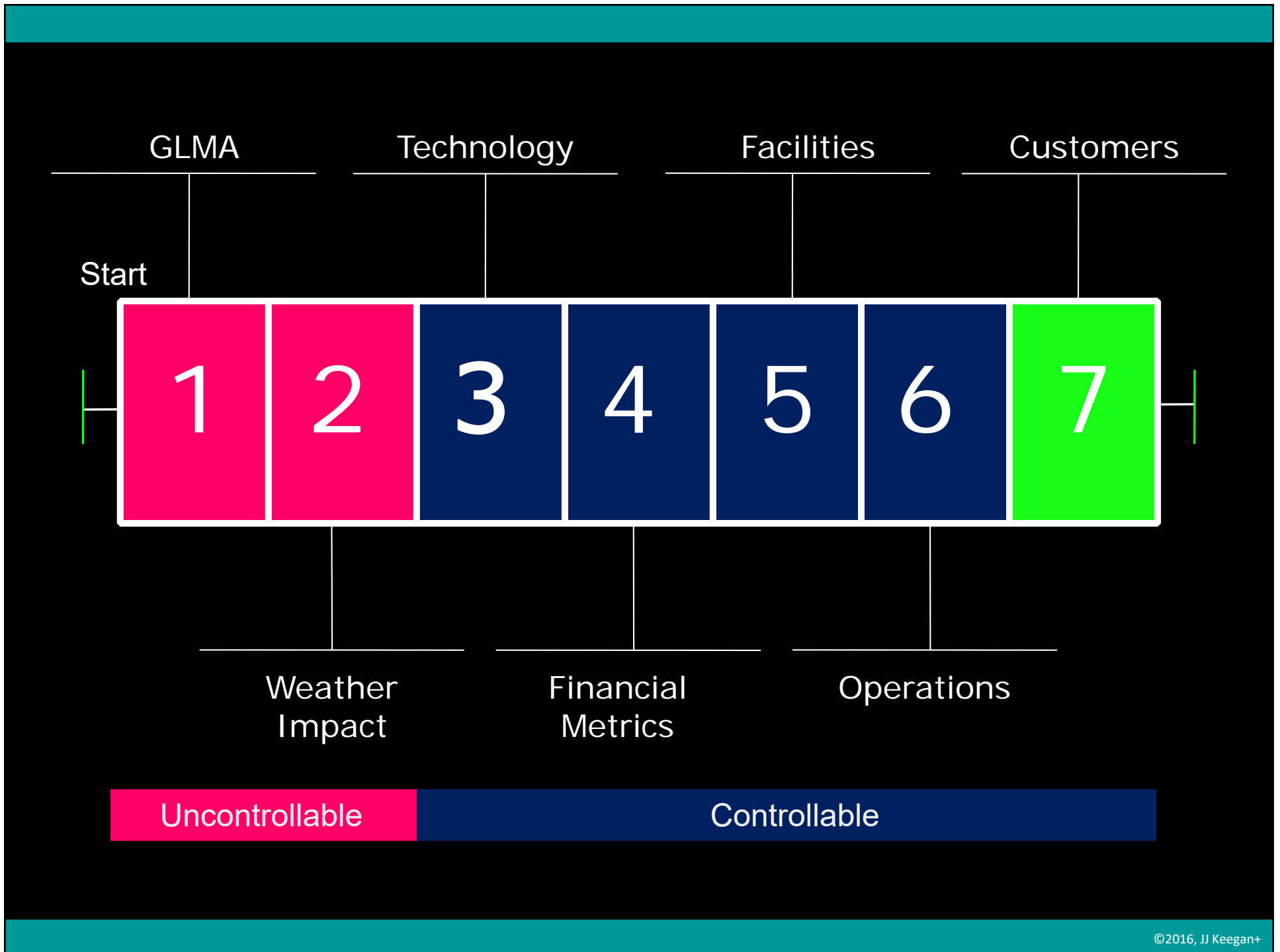


Drivers The Influence Customer Loyalty

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

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

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



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 slightly out of focus in the background, creating a sense of depth. The lighting is bright, suggesting a sunny day.

Experience > Price

Financial Prosperity



Price > Experience

May you rest in peace



Experience = Net Income + Capital Invt.

The Question That Measures Loyalty

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

The Calculation (Fred Reichheld)

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

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**

So, what does it all mean?



F
A
D

Focus

A

D

Focus Action D

Focus
Action
Decision

What's Important Now



Resources

Daily - I publish trends and news daily ([jjkeegan](#)) 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 Allowing Me to Present our Research
A Winning Playbook for Golf



J. J. Keegan, Managing Principal
4215 Morningstar Drive
Castle Rock, CO 80108
t 303-283-8880
c 303-596-4015
jjkeegan@jjkeegan.golf