

Foreword

“THE TIME IS NOW FOR GOLF 2.0. THE TIME IS NOW TO EMBRACE OUR SKILLS IN BRINGING MORE CUSTOMERS TO OUR FACILITIES.”

ALLEN WRONOWSKI, PRESIDENT, THE PGA OF AMERICA

Welcome to the Golf 2.0 “It’s Personal” Player Development Playbook!

This Playbook has been developed with input from experts throughout our industry to benefit PGA and LPGA Professionals in their quest to make our game more fun and welcoming to millions of new golfers. Inside you’ll discover real-life examples of innovative ways that these leading professionals are growing their business and delivering to the bottom line at their facilities.

This Playbook is a guide to what we believe is a great opportunity for you. We know that there are some 61 million golfers in America who have tried our game before but aren’t currently playing. We also know that your business is very personal. We encourage you to keep the phrase, “It’s Personal” in mind as you read through this Playbook and travel down your path to greater Player Development and personal growth.

Golf 2.0 Research

Throughout this Playbook, references will be made to Golf 2.0 research and the Boston Consulting Group. Boston Consulting Group is the world’s leading advisor on business strategy and their research in the golf industry has laid the foundation for Golf 2.0 strategies. For more information about Golf 2.0 research and strategies please visit Golf20.net.

PGA Player Development Certification

The PGA Player Development Certification was created to educate, certify and recognize PGA Members who excel in this discipline. Content from this Certification Program was used as the foundation for this Playbook.

Input from PGA Professional Subject-Matter Experts

PGA Professionals who are top-performing Player Development leaders were utilized to identify their key strategies that separated their Player Development programs from everyone else. The strategies they employed were categorized into one of the six steps and referenced either directly in an example or indirectly through more general guidance. You will learn why each step is important, as well as techniques you need to perform to execute the step at a high level.

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Player Development

“It’s Personal”

Why should Golf 2.0 Player Development be important to you? Golf 2.0 is about growing the number of golfers, rounds and revenues over the next decade. Does that sound like something your employer might be interested in?

PLAYER DEVELOPMENT = YOUR FUTURE

Job Security

Better Compensation

A Healthier Golf Industry

If you don’t do it, WHO WILL?

Your skill in Player Development could result in those increased rounds, lessons and revenues at your facility. This showcases your expertise as a PGA Professional and demonstrates measurable value that you have delivered for your employer. Golf 2.0 can enhance your position as the expert leader of golf at your facility.

The success of Golf 2.0 is very personal because it is measured by one PGA Professional and one facility at a time. Success will help you build an operation that is more fun and welcoming to new golfers, especially women, families and children. Your personal commitment in leading Golf 2.0 can lead to greater job security.

As PGA Professionals show interest in Golf 2.0 and ask how to get involved, it is important to stress the phrase “It’s Personal.” The phrase “It’s Personal” means that each employment scenario is unique and PGA Professionals are ultimately responsible for taking personal control of using the information, programs and direction.

By accessing this Player Development - “It’s Personal” Playbook, you’ve made the initial commitment toward activating Golf 2.0 to enhance utilization of player development programs to generate business at your facility. Your pathway to Golf 2.0 Player Development success begins with six Player Development action steps to adopt in their entirety or integrate parts to enhance your current efforts.

Player Development Action Steps

1. Communicate with Employers
2. Analysis of Player Development and Local Market
3. Create a Player Development Business Plan
4. Local Marketing - Generate Students and Customers
5. Player Development Execution - Where the Rubber Meets the Road
6. Track & Report Results



The pathway to Player Development excellence is based on the above action steps. Although these processes happen in an orderly manner, some of the above steps are ongoing, such as communication with your employer. Even by activating on select steps, you'll be making an impact to improve your business.

By Completing These Action Steps, You Will:

- Quantify the number of new customers you have created, plus how much they play and spend
- Gain increased commitment from your employer to support Player Development programs
- Strengthen the relationship between you, as the PGA Professional, and your employer
- Create a solid foundation for your golf future

Communicate with Employers

Why Communication is Key

Player Development is a key component to growing rounds for your employer/management team and direct report. Those PGA Professionals who have Player Development programs need to communicate the actions they are taking to be revenue generators for their employer. However, many employers are unaware of the positive benefit that a PGA Professional adds to their bottom line. PGA Professionals who have a strong Player Development system need to communicate to the employer the specific programs they are executing to create new customers and the impact these programs have on rounds played and incremental revenues generated to the facility's bottom line. By better communicating how you are positively impacting the number of customers and rounds played at the facility through Player Development programs you've directed, your skills as a revenue generator will be better recognized and you'll be more valuable to your employer. This should lead to increased prosperity and job security.

What to Communicate

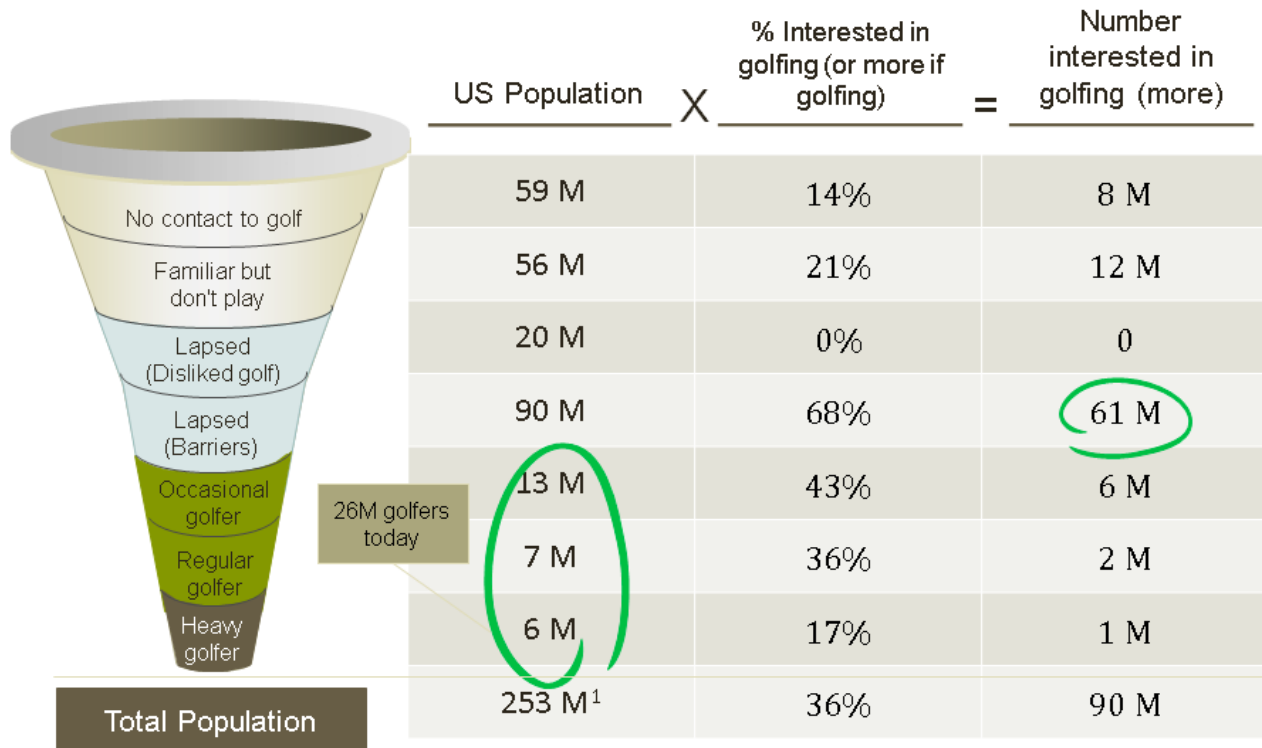
To truly showcase yourself as the expert leader, it's vital that you communicate results on a national and local level. Your communication should include:

Industry Trends - Provide broader perspectives on industry trends and quantified results from nationally branded Player Development programs. Information and research from Golf 2.0 will help provide a better awareness about these trends and understanding today's consumer, plus insight into the effect that successful Player Development programs can have to a facility's bottom line. This research will detail:

- Three core strategies:
 - Retain and strengthen the existing core golfers
 - Engage the 61 million "lapsed"¹ golfers who still have an interest in playing
 - Drive new players
- 12 strategic initiatives focused on these three core strategies
- Nine consumer groups - Targeted audiences with optimum demographics identified by Golf 2.0 research

¹ "Lapsed" is defined as someone who used to play golf but has not played a round in the past 12 months.

Opportunity for growth



1 – Population ages 13 and over

To be positioned as the leader, PGA Professionals should maximize how they use Golf 2.0 information and resources in communication with employers. Plus, you are encouraged to provide employers with direct access to this valuable information by:

- Directing them to Golf20.net
 - Username: golf2.0
 - Password: growgolf
- Providing monthly issues of *PGA Magazine*, which are available digitally
- Register your employer to receive the new *PGA Magazine Insider* edition, also available digitally

Your Plans & Results – Keep your employer well informed on your Player Development planning, the results you have achieved and any challenges you faced. Let your employer know that you and your staff will be driving and delivering these programs and you need their support. Show them the “Return-On-Investment” (ROI) of committing resources to help create new golfers. Stress the “It’s Personal” of Golf 2.0, and that all stakeholders should take responsibility to create new golfers.

- Share your business plan with your employer
- Share quantifiable results of your Player Development initiatives with comparisons to your business plan and national benchmarks

National benchmarks will be hosted on Golf20.net (to be developed by the end of 2012) and will provide averages for:

- Participation rates
- Retention rates
- Participant spending

- Provide updates of marketing plan execution and results generated
- Provide brief recaps at the conclusion of select programs on key successes and challenges



The above word cloud represents responses from employers when asked what Player Development programs their PGA Professionals recommended and if these programs were successful.

How to Communicate

There are two basic types of communication to engage your employer/management team and direct report.

Meetings - Face-to-face collaborations to maximize appropriate levels of involvement from your employer. Types of meetings include:

- Preseason meeting to collaborate on Player Development planning for the year
- Consider quarterly meetings to review reports and keep employers informed and engaged
- End-of-season meeting to review the year and identify challenges/opportunities for next season
Example: Facilities in cold-weather states should schedule their preseason meeting in March and facilities in warm-weather states should schedule their preseason meeting in October

Reports - Communication of program performance to keep your employer informed.

- Deliver brief updates on observations of success stories from your programs
Example: The food and beverage team contributed with a cookout after the event. All students stayed after hours for additional drinks and group camaraderie, and in turn had increased fun.
- Provide quarterly/monthly reports detailing results achieved from Player Development efforts
- Keep your employer updated with fresh industry research from Golf 2.0 on national Player Development results

Analysis of Player Development Programs and Local Market

Why Analyze Your Player Development Programs and Local Market

An analysis of your existing Player Development programs and of the local market will help you identify the factors that are working for and against Player Development. Understanding these factors is important as it will help you:

1. Identify strengths and deficiencies in your current Player Development programming
2. Help your employer understand the environment you're working in to develop new customers
3. Establish attainable goals for success in future Player Development programs
4. Develop a targeting plan of preferred consumer segments, organizations and current golfers that will be most interested and likely to act upon (or tell their friends and family) about your messages to learn how to play golf or how to play golf better

What to Analyze

Perform an analysis of all internal factors at your facility and external factors in your local market that influence the success of your Player Development programs.

Internal factors to consider:

- Planning process for developing and executing Player Development programs
- Customers
- Current Player Development programs - types of programs and results
- Budget
- Instructional team
- Staff
- Marketing
- Atmosphere - how welcoming you and your staff are to non-golfers

External Factors to Consider

In addition to understanding your internal operations, it is important to do a thorough analysis of your local economic, demographic and market conditions. The data and insights that emerge from such a study can be used to help shape your overall strategy.

Understanding the demographics of your local population

- Average income, unemployment levels
- Average age range, number of schools
- Ethnic and gender breakdowns

Understanding the “latent demand” for golf within your community

Identify opportunities for community-based marketing or relationships, (i.e., where you are likely to locate your target consumer groups)

- Principal businesses and employers in your region
- Major community clubs, local corporations and social organizations
- Take inventory of your current relationships (i.e., companies or organizations that currently use your facility for leagues or outings)
- Recreation departments
- Senior groups
- Higher education systems

Be aware of your local PGA Section and their current Player Development initiatives; consider how you can piggy back on them

Understanding the competitive landscape in your area

- Number of other golf facilities, types, and their programs and services
- Performance comparisons with other golf facilities (Use [PGA PerformanceTrak](#))
- Major recreation and leisure alternatives to golf

¹ “Latent demand” quantifies the level of consumer interest in playing golf or interest in playing more.

How to Analyze

Internal

To conduct your internal analysis it is best to utilize a SWOT analysis, a traditional business approach. Through this process you will analyze four different areas of your Player Development efforts: Strengths, Weaknesses, Opportunities and Threats. This approach will help you develop a realistic assessment of what works well, and even more importantly, what could be improved.

This critical step will be used in the development of your business plan and objectives as well as your marketing plans. You will want to capitalize on your strengths, minimize weaknesses, take advantage of opportunities and neutralize threats.

See the Appendix for a SWOT Analysis Guide (found in Playbook Appendix), including a series of self-assessment questions you can use to assess internal and external factors and their influence on your Player Development programs.

EXAMPLE SWOT ANALYSIS

STRENGTHS

- Commitment to Player Development already exists at the facility
- Great team of highly qualified PGA and LPGA Professionals
- Most of the Professionals are currently offering programs targeted to women and new golfers
- Management's desire to enhance Player Development commitment and drive results
- Quality facilities

OPPORTUNITIES

- Enhance strategic approach to Player Development - planning and collaboration between management and professionals
- Develop and implement plans for retention
- Provide instructors with incentives for creating new golfers and getting them to play
- Learn more about existing customers and students
- Activate a system to track results - consolidate student records into central database for marketing and tracking purposes
- Expand efforts to welcome new golfers - website, signage, staff training
- Enhance use of existing facilities - one facility is an executive course, another has nine holes being underutilized
- Utilization of national programs and best practices

WEAKNESSES

- Management feels the instruction has under-performed - not creating new golfers
- PGA and LPGA Professionals are independent, thus there has been limited collaboration between one and another and management
- No systems in place to track results - as a result there was no quantifiable evidence that the instruction programs are having an impact on golf course revenues
- Limited proactive messaging and marketing efforts to bring in and welcome new golfers

THREATS

- Missing opportunities for potential synergies between management, Professionals and facilities to collaborate for planning, marketing and programming
- Lack of planning and not having strategies to turn students into golfers
- Not accounting for impact of Player Development programs
- Lack of communication with students to keep them coming back
- Inconsistent messaging being delivered by frontline staff
- Professionals not having a vested interest in generating rounds of golf

External

Completing the external analysis will allow you to better understand your local market. Some suggested resources include:

- Local, county, state and federal government agencies – either visit in person or check online
- Department of Commerce or Department of Labor
- Local and County Chamber of Commerce

External analysis data can be used for the following:

- Identifying which of Golf 2.0's nine consumer groups are most prevalent in your local market
- Identifying businesses, schools, recreation centers and community organizations

Example: There is a demographic overview of Louisville, KY that was found online included in the Appendix (found in Playbook Appendix). This overview would provide a facility in Louisville with customer profile information on population demographics, ethnic breakdown, age ranges, genders and income levels and how this data has trended over the last 10 years.

PGA PerformanceTrak is an excellent resource to help analyze your rounds and revenues relative to similar facilities in your market, Section, state and the country.

PGA PERFORMANCETRAK IN COOPERATION WITH THE NGCOA

Report Name: **My Facility Comparative Report (YTD)**
 Reporting Period: **November 2011**
 Holes: **Greater than or equal to 18 holes**
 Facility Name: **Your Facility Name**
 Facilities in the: **South Florida Section**
 Facility Type: **Daily Fee/Semi-Private**

My Facility Comparative, Month-End Enhanced Report (YTD)

	My Facility	My Section	My Facility as % of Section Index	My State	My Facility as % of State Index	U.S.	My Facility as % of US Index
Rounds Played	31,591	34,260	92.2 %	33,413	94.5 %	27,722	114.0 %
Days Open	331	271.3	122.0 %	234.2	141.4 %	203.2	162.9 %
Utilization (%)	44.0%	43.8%	100.5 %	41.5%	106.1 %	31.0%	142.2 %
Golf Fee Revenue/Rounds Played (\$)	\$38.70	\$33.73	114.7 %	\$30.01	129.0 %	\$28.34	136.6 %
Merchandise Revenue/Rounds Played (\$)	\$6.41	\$2.81	227.8 %	\$2.70	237.2 %	\$3.36	190.9 %
Food and Beverage Revenue/Rounds Played (\$)	\$15.40	\$3.94	391.2 %	\$8.44	182.4 %	\$6.96	221.2 %
Total Revenue/Rounds Played (\$)	\$70.81	\$53.52	132.3 %	\$49.18	144.0 %	\$45.05	157.2 %

Create a Player Development Business Plan

Why is the Planning Process Important?

“FAILING TO PLAN IS PLANNING TO FAIL.”

This traditional proverb is simple and says it all. But in reality, if you fail to plan each year, there still is a chance you would generate some results through Player Development. However, if you want to maximize the impact of your efforts, and do your best to tap into the 61 million lapsed golfers who still have an interest in playing, a well thought out and documented plan will be your roadmap to greater success.

As American culture has evolved, the wants, needs, expectations and time availability of consumers has changed. Golf 2.0 is strategically responding to the evolution of our society as it strives to change the culture of golf by making the game more appealing to a wider range of Americans.

Please recall how the introduction of this Playbook identified the “It’s Personal” call to action for you, the PGA Professional. Through well-developed plans, you will be taking more personal control over your employment destiny by generating business through Player Development. This planning process is your foundation for enhancing your leadership role, embracing opportunities to create cultural changes in the game and personally taking control of your future.

What Should be Included in Your Plan?

- **Core Strategic Framework**
- **Objectives**
- **Programming Functions**
- **Budget**

Core Strategic Framework

The beginning of your plan should be a series of statements providing a high-level description into why your Player Development programs exist and the actual business you are in. Components include:

- **Mission Statement:** A brief statement of your purpose that should guide the actions and direction of your Player Development plans
Example: To be respected by the community and our peers as the leader in golf instruction by providing opportunities for new and existing golfers to learn, grow and play in a fun, safe and comfortable environment.
- **Vision Statement:** Description of what you want to be in the future
Example: To coordinate self-sustaining Player Development programs that also serve as a profit center for my facility by offering world-class service, instruction and learning.

Objectives

Establish quantifiable objectives to serve as benchmarks for success. These should be aggressive to help generate a meaningful impact, yet realistic in relation to the resources you have dedicated to Player Development. Your SWOT analysis should be used extensively when setting your objectives.

Always start with setting objectives that have the biggest impact on your facility's business:

- Number of new golfers generated, percentage of women
- Number of rounds played by new golfers, percentage of women
- Number of family rounds played
- Number of junior rounds played
- Membership sales
- Revenue generated from Player Development programs
 - Tee times
 - Merchandise
 - Instruction
 - Food & Beverage

Set programming objectives on helping to achieve desired results through:

- Number of classes
- Number of participants, percentage of women
- Percentage continuing in next level instruction
- Percentage continuing in structured play programs
- Set Specific Meaningful Achievable Realistic Time-Oriented (SMART) goals for specific number of students

Adult Player Development – Get Golf Ready

Desired Outcomes	Example Objectives
Generate new golfers	<ul style="list-style-type: none"> • 200 new golfers will graduate from GGR • 85% will be new or former golfers • 75% will be women
Generate rounds from new/former golfers	<ul style="list-style-type: none"> • 80% will play golf • Each will play an average of 10 rounds • Totals 1,600 rounds
Generate spending on other golf services	<ul style="list-style-type: none"> • Golfers will spend \$800 annually on golf <ul style="list-style-type: none"> • Additional instruction • Tee Times • Equipment • Apparel • F & B • \$128,000 in new revenue

Junior/Family Development

Desired Outcomes	Example Objectives
Get juniors playing golf	<ul style="list-style-type: none"> • 150 kids in Junior Camps • 75% will be new or former golfers • 50% will be girls • 80% will participate in junior play programs
Get juniors playing with families	<ul style="list-style-type: none"> • 80% will play with their families • Each family will play an average of 5 times
Generate spending on other golf services	<ul style="list-style-type: none"> • Juniors will spend \$300 annually on golf <ul style="list-style-type: none"> • Additional instruction • Tee Times • Equipment • Apparel • Families will spend \$250 annually on golf • \$75,000 in new revenue

Programming Functions

The body of your plan should detail various programming functions, identify what you want to accomplish, who will be responsible and appropriate timelines. Plans should also serve as your roadmap toward achieving your objectives.

There is an example Business Plan from Saguaro Sands Golf Links found in Playbook Appendix.

Programs: Identify programs that you plan to offer throughout the season. Consider what programs are best for each of your target groups. Your programs must be fun and address barriers keeping these groups from playing:

- Retain Core (Ex. *TEE IT FORWARD*)
- Engage the Lapsed adults (Ex. Get Golf Ready, Welcome to Golf Month, It's Okay)
- Programs for Women (Ex. Get Golf Ready for Women, Couples Leagues/Nine and Dine)
- Programs for Families (Ex. Family Golf Month, Kids Play Free, PGA Family Course)
- Programs for Juniors (Ex. PGA Sports Academy/Junior Camps, Junior Leagues)
- Programs for Seniors (Ex. *TEE IT FORWARD*, Get Golf Ready)

NOTE: These programs listed above are suggestions to select from, (i.e., plan to offer those appropriate for your facility and within your resource capability). A description of the Golf 2.0 Menu of Programs can be found in Playbook Appendix.

- To accent introductory programs, it may be more important to plan for retention and ensure you provide programs for continued instruction and casual play
 - Get Golf Ready 2
 - Get Golf Ready Outings or Beginner Leagues
 - Loyalty programs

CONNECTING WITH HER

Why is it important to host programs for women? As cited in Golf 2.0 research and emphasized in the strategic initiative Connecting with Her, these statistics show evidence of the buying power of females:

- Women control 73% of household spending
- 70% of new businesses are started by women
- Women account for 85% of all consumer purchases
- American women spend about \$5 trillion annually - over half the U.S. Gross Domestic Product

For additional information and direction, see the Connecting With Her Playbook to be developed in 2012

Staffing: To truly maximize success and potential ROI, a critical component is to have the best possible PGA Professionals and staff focused on Player Development

- You need to plan to have PGA Professionals with a strong dedication towards Player Development and provide them the resources to be successful. Options include:

Appoint a Director of Player Development. (i.e., a PGA Professional dedicated exclusively to Player Development. A sample Job Description is found in Playbook Appendix

Update job descriptions (or agreements with independent contractors) to ensure your instructors are aligned with plans for Player Development

If possible, it is best to have someone other than your PGA Head Professional in this role, as they can focus more attention on Player Development and generating revenue

Example: Carolina Golf Trail recognized the importance of bringing new golfers to the game and appointed a PGA Apprentice on their current staff to serve as Director of Player Development. Directed to focus exclusively on Player Development, this professional generated more than 700 new golfers through Get Golf Ready alone in 2011 using the steps outlined in this Playbook.

- Plan to have sufficient support staff to help deliver and maximize success of your programs

Use staff at the facility

Bring college or high school students to assist with junior camps/programs

Use your best customers as ambassadors/mentors, (i.e., a great resource to take new golfers onto the golf course for play days, etc.)

Secure PGA Life Members and independent contractors to help deliver instruction

Marketing Plans: Marketing and local promotional efforts are so vital that the Local Marketing Section is dedicated to help guide you to maximize your plans in this area. Recommended strategies will include:

- Community marketing
- Special events
- Direct marketing
- Digital and Social Media
- On-site marketing and promotions
- Cross promotions between Player Development programs
- Public Relations
- Advertising

Scheduling: This is an important area that's often overlooked. Though it can be time consuming and tedious to change/alter, it's nevertheless a critical component. There are two basic approaches toward planning your schedules:

- Pre-schedule programs and promote

Schedule based on when target consumer groups would be available

Example: For working adults, have programs in the evenings and on weekends; focus on weekends and summers for kids and families; and seniors may be more likely to participate on weekday mornings

Consider time of day, week, year, length of instruction for each target consumer group Consider golf course and range needs and access

Have programs scheduled at as many different times as possible for student accessibility

- Sell programs to different consumer groups and set classes/lessons that fit everyone's schedule.

Example: Get Golf Ready to eight students at the same company

Golf Course/Practice Facility Access: Coordinate your programming with various members of your operations team to ensure your students have a comfortable, welcoming experience

- Review the analysis of your physical plant (golf course, range) to ensure you are as welcoming as possible

Consider how you can provide students with short-course experiences (i.e., PGA Family Tees, practice holes, retro-fitting your range to create a bunny slope/learning course)

Consider how you can provide access to play non-traditional rounds (3-hole loops, 6-hole loops, pay on a per-hole basis, etc.)

Schedule times for new golfers to access these areas free of intimidation and sharing the golf course with existing golfers

Example: At a course in Ithaca, NY, Get Golf Ready graduates can pay \$2 per hole to play after 6:00 P.M. every night. By this time all of their leagues are on the course and the tee is usually empty, thus these newer golfers can take their time while building confidence and skills. With the per-hole option, these golfers feel they are getting a good value. This has generated an extra \$7,000 in green fees, which does not include their F&B purchases.

- Ensure all staff are aware of programs and your facility is ready to accommodate the activities

Days the driving range are closed for mowing/maintenance

Tournaments/events/leagues that could interfere with your ability to utilize facility/range

- Be creative in planning to maximize on-course experiences for all of your programs, especially Get Golf Ready

Plan to provide Get Golf Ready students with access to on-course experiences as part of every session (i.e., quick drills or games they do on-course). For example, bring students to an actual green for a putting contest, or use an open hole for them to hit approach shots using irons

Fee structure for shorter playing opportunities (i.e., 3-hole, 6-hole, etc.)

Create “bunny slopes” and other “short course” versions for beginners to increase demand, utilization and exposure

- Review your rules and policies to make sure you are providing a welcoming experience. Are you willing to change? You need to think about the norms of today’s society, as well as the traditions of golf:

Can your dress code be updated?

Do you allow cell phones on the course? If you did, would it increase play?

Do you require every golfer to have their own set of clubs and bag? If so, why?

“WHEN WE SIT DOWN TO GO THROUGH THE CALENDAR I LOOK AT PLAYER DEVELOPMENT PROGRAMS. IN PARTICULAR, WHERE TO PLACE OUR GET GOLF READY PROGRAMS AND MAXIMIZE OUR PARTICIPATION. BY GOING THROUGH THIS PROCESS AT THE BEGINNING OF THE YEAR, IT ALLOWED US TO INCREASE PARTICIPATION FROM 89 STUDENTS IN 2010 TO 227 STUDENTS IN 2011.”

– JON GOIN, PGA, TPC SOUTHWIND

Budget

Every plan relies upon a budget to forecast ballpark figures. For Player Development, this process allows you to estimate the desired net impact to your bottom line based on the participation objectives you’ve established. Feel free to use your normal budgeting process; however, you should consider the following guidelines in ramping up your commitment to Player Development:

Develop budgets per program – keep it simple

- Revenues: Establish and project registration fees for each scheduled program

Determine what fees include (i.e., consider bundling green fees or equipment)

Determine how fees will be split between your instructors and facility

Consider if there may be potential for discounted rates (i.e., sell package deals, promote through Groupon, etc.)

- Expenses:

Staffing (i.e., instructors and support staff)

Course/range fees

“Welcome packet” giveaways to students

Forecast annual budget – Project net impact to bottom line

- Account for individual program budgets
- Annual Staffing
 - | Instructors
 - | Administrative
- Incentives
- Promotions and marketing
 - | Materials development (brochures and posters)
 - | Advertising
 - | Special events
- Demo equipment (i.e. clubs, balls)

Compensation for Instructors: It is highly recommended that you offer incentives for your instructors to get students playing golf. Elements you need to consider:

- Pay your instructors a base salary as a way to ensure they are dedicated to Player Development and bringing new golfers into the game.
- The facility could take a percentage of instruction revenue as a way to justify the investment of paying a base salary.
- Most importantly, you should offer some type of financial incentive encouraging your instructors to promote next-step playing opportunities, and ensure they get their students coming back.

Example: To achieve objectives to get new golfers playing, The Carolinas Golf Trail restructured a compensation package for their newly hired Director of Player Development. They paid a significant base salary, but split 65% instruction revenue to the facility and 35% to the instructor. They also paid the instructor \$10, or 50% of paid 9-hole green fees, from these students, for up to 10 rounds.

Sample Compensation Plan:

Base Salary	\$30,000
Commission: 35% of all gross revenue instruction	\$28,000
New Golfer Commission: Assume 100 new golfers play 5 rounds	\$5,000
Bonus	\$5,000
Total compensation	\$68,000

- Based on generating a total of \$80,000 in instruction revenue
- The net instruction income to the facility would be approximately \$12,000
- Total revenue to the facility would actually be much greater as this figure does not take into consideration ancillary income via merchandise, range, green fees and F&B sales
- A complete Player Development Budget Template/Worksheet is found in Playbook Appendix

Get Golf Ready Financial Model

Based on 250 Students:

PGA Professional Compensation			
	Students	Fee	Total Rev
Get Golf Ready	250	\$99	\$24,750
Get Golf Ready2	110	\$99	\$10,890
			\$35,640

Facility Revenues				
	Students	Visits	Spend	Total Rev
Retained Students	210			
Greens Fees	191	12	\$284	\$54,272
Range Visits	193	9	\$68	\$13,138
Equipment	166		\$270	\$44,793
Apparel	147		\$120	\$17,640
				\$129,843

How to Develop your Plan

Developing Strategies and Objectives from Your SWOT Analysis

Focus on identifying competitive advantages by matching strengths to opportunities. The following is an example situation of using your SWOT:

1. A strength is your outstanding team of Professionals
2. An opportunity you identified through your analysis is 20 businesses with 100 employees or more are within 10 miles of your facility to whom you have never marketed your Player Development programs
3. A marketing strategy would be inviting the Human Resources Manager at each company and a guest for a free day of golf or complimentary access to Get Golf Ready to learn how to play golf. Your message is that golf offers many wellness benefits and that you want to spread those benefits to residents and employees in the community.
4. Your objective is to have relationships with 10 of these businesses, each sending eight students for your Get Golf Ready Program

- Create strategies and objectives for every competitive advantage you find
- To determine your total goals, combine the objectives from your new strategies with the past performance of your historical programs

Example: Last year 50 new golfers were developed through Player Development programs. This year, you have five new strategies from your SWOT analysis with a goal of 100 new golfers being created from these new strategies. The net facility goal for new golfers developed this year would be 150 (50 from last year + 100 from new strategies this year).

You must also identify strategies to improve weaknesses and protect yourself from threats when possible

Example: You have a great instruction program, but you identified a weakness - not many of the students were coming back to play. The threat of not doing something about this is losing these students to other courses, or other activities. To address this, you need to be strategic and have specific plans to get them playing - direct invitations, fun programs, special deals and even incentives for instructors.

Key Approaches

The planning process should be a collaboration between you, your employer, and any other lead PGA Professionals or staff. By their active involvement in the planning process, you will increase the likelihood of their active participation and sense of ownership in your Player Development efforts.

Review the Golf 2.0 Menu of Programs at the end of this Playbook. This menu provides proven options for you to select. Consider adopting programs in their entirety, or integrate elements to help enhance your current efforts.

There is an example Business Plan from Saguaro Sands Golf Links (found in Playbook Appendix).

Player Development Execution

Where the Rubber Meets the Road

Why Quality Execution Matters

***“IT MAY BE MORE IMPORTANT TO TEACH PEOPLE HOW TO HAVE FUN;
THE GOLF SKILLS WILL FOLLOW.”***

TED BISHOP, VICE PRESIDENT, THE PGA OF AMERICA

Each of the steps in this Playbook takes a significant amount of effort but can result in a logical and realistic road map towards success. Some of your lead objectives should be attaining desired numbers of students entering your Player Development programs and the number retained as golfers. How well you execute this step, will be the determining factor on if you're able to reach the objectives you set in the Planning Step.

Hiring Right - Why it Matters

The instructors you hire for your Player Development programs have the single greatest impact. They are responsible for delivering the best experience possible. They are your lead contact for making golf fun and establishing long-term relationships. Considering the influence they control, make sure you have the best people possible.

Training Staff Right - Why it Matters

Hiring the right instructor alone is not enough. You need to make sure all your staff takes ownership of your objectives and you train them on the steps they need to complete to get there. If staff isn't trained on what your objectives are and what they need to be doing to attain those objectives, the likelihood you'll reach your goals is slim.

Scheduling Right - Why it Matters

It's important to have a sound method as to how you are scheduling your Player Development programs. By scheduling programs that meet the needs of your intended audience, you'll have higher counts of enrollees.

Marketing Right – Why it Matters

A key part of the equation as to how successful you'll be in attracting students to your Player Development is your marketing. Sending impactful messages to people interested in being outdoors, enjoying a social atmosphere with friends and family, and playing a fun sport will result in your messages converting into students. How impactful your message is and your ability to deliver it to as many interested people as possible will be the determining factors in your level of success in attracting students.

Retention – Why it's the Ultimate Measure of Your Skills as a Revenue Generator

The business justification of Player Development programs is that you will be bringing new customers to your employer. Yet, if you're unable to retain students as golfers, this promise of added customers will fall apart. You can develop a strong marketing and Player Development business plan, but if you're unable to effectively execute these plans, retention will suffer, and you'll add less value to your employer than you could have. At the end of the day, the number of golfers you develop and retain is your ultimate measure of how successful you are at generating revenue for your employer through Player Development.

What's Needed to Execute Your Plan

You've built a personal Player Development plan. **It's time to progress from a planner and become a revenue generator.** To do so, you need to:

- Commit to your plan
- Maintain enthusiasm throughout all programs, being enthusiastic and positive is just as important for retention as it is for the introduction of programs
- Dedicate time to your marketing plan – drive the success
- Have the right people
- Expand your database – collect contact information and profiles of students
- Have regular follow-up communications with your students

How Do You Execute – Keys to Success

Make it FUN, make it FUN, and make it FUN!

- **Hiring for fun!** - Hire friendly instructors who exude warmth and have a passion for the game and a desire to spread that love of the game to others. Key traits to look for when hiring to make it fun are:

Someone who loves the game

Enthusiasm about helping others

Excellent interpersonal and communication skills

Strong presentation skills – important for presenting the fun qualities of the game to senior business executives when marketing

- **Staff training for fun!** - From the time a student arrives in the parking lot until the time they leave the property, every staff member who encounters a customer (golf shop staff, outside operations staff, food & beverage staff) should be dedicated to exuding a fun and welcoming atmosphere for all students

- Work with staff to cultivate their ownership and pride in your Player Development programs

- Communicate details and schedules of your programs

- **Programming for fun!** - When executing programs, be creative in how you can make the overall experience more enjoyable

- Use “games” to develop skills vs. “drills”

- Incorporate contests into your skill development

Make it welcoming

- **Hire friendly staff who express a genuine desire to help others enjoy golf**

- **Training to make it welcoming**

- Remind staff the most important thing they need to do is make it fun!

- Train staff on how intimidating golf can be to non-golfers if staff is not paying extra attention to guide and coach beginners on what they should be doing

- Coach and role-play with staff on what to do and what not to do

- Consider a secret shopper to visit your facility or using a customer survey to ensure quality control

- **Marketing a welcoming atmosphere**

- Have your marketing messages show, both in text and in photos, people learning how to play and being taught from different ages, genders and ethnicities

- Use your website to promote – New Golfers Welcome!

- **Make sure your physical plant/golf course is set up to provide a welcoming and enjoyable experience**

- Consider how you can provide students with short-course experiences (i.e., PGA Family Tees, practice holes, retro-fitting your range to create a bunny slope)

- Consider how you can provide access to play non-traditional rounds (i.e., 3-hole loops, 6-hole loops, pay on per hole basis, etc.)

- Schedule times for new golfers to access these areas free of intimidation and sharing golf course with existing golfers

Keep it easy and affordable

- **Let students know when they register that you'll provide them equipment if they don't have clubs. Give them golf balls as well!**

Each student doesn't need a full set of clubs, but they do need at least a couple of clubs. Have at least a few left-handed clubs available, too

- **Have affordable registration fees. Get Golf Ready and introductory programs in many respects are more about marketing the game than teaching golf skills**

It is vital to keep your fees reasonable - use an affordable approach to get new golfers hooked

Example: In establishing Get Golf Ready registration fees, most facilities charged the recommended \$99 as it is affordable. With eight Get Golf Ready students this still averages to more than \$100 an hour for the instructor. Plus, as students progress into Get Golf Ready 2 and higher level instruction most facilities raise their pricing to be more in-line with their other "per-person" instruction rates.

Do the Math: Get Golf Ready - Revenue Breakdown

Students	8
Registration Fee	\$ 99
<hr/>	
Total Revenue	\$792
Hours per Class	1.5
Total Classes	5
<hr/>	
Total Hours	7.5
Revenue per Hour	\$105

Consider daily-deal websites for Player Development programs such as Groupon or Living Social. If you're concerned about discounting, at least consider using these tools during the shoulder/off season.

- **Consider special deals for customer retention**

Offer a free short round (3-hole scramble event) to get the customer back to the course after their Player Development program

Sell a package of green fees or include in registration fees

Some Get Golf Ready facilities even include rounds of golf with their registration fee

Consider bundling other services or products within your fees - give your students great value

Example: A facility in the Pacific Northwest Section bundles other benefits within their Get Golf Ready registration fees and has two options. For a base price of \$149, students receive the standard five lessons, plus three additional rounds of golf. For \$249 (an additional \$100) students can also walk away with a set of beginner golf clubs.

- **Scheduling to make it easy**

Schedule Player Development sessions at times that your intended audience can participate (juniors during summer break or on weekends; seniors during weekday mornings; and employees at businesses after work or on weekends)

Get people playing on the course

- Your goal should be to get students on the golf course as quickly as possible
- Students are there to learn how to play golf, not necessarily perfect a golf swing
- Maximize use of “It’s Okay” and TEE IT FORWARD to help golfers have more success and fun while playing - (*found in Playbook Appendix*)

Create relationships with your students

- **Make a friend not a sale - when the customer sees you as their friend, they’ll go out of their way to do business with you**
- **Be strategic in capturing contact information of students, so that you can continue a coaching dialogue with them**
 - Capture a variety of customer profile information about demographics and passion level for the game, and their future goals as a player
- **The Get Golf Ready resource page has a built in event scheduler, with capabilities of on-line registration and data collection**

CONSUMER → CUSTOMER → CLIENT → PARTNER

Relationship Building Approach

This is a common relationship-building approach shared in PGA Education. It is simply a way of thinking through a strategic process to grow your business.

- First, you think of the target market that is available at your facility (i.e., “consumer” groups)
- Second, as you have attracted them to participate in your programs they are becoming a “customer”
- Third, have the follow-up programs designed and ready to implement so the customer is inclined to return for another pleasurable experience, which makes them a “client”
- As you nurture the relationship by getting them to return again and again, your client will eventually become a “partner,” which significantly increases the likelihood they use you as their primary resource for everything golf

Local Marketing

Generate Students and Customers

Why Market

In the '80s and '90s golf was a lot like the movie "Field of Dreams." If you build it, they will come. Times have changed. Through the growth of the number of facilities combined with the changing culture of America, with more pressures on time and money for consumers, it's your personal responsibility to get the local community excited about golf.

Other recreational sports that compete with golf have faced similar challenges where consumer's wants have shifted over time. Bowling was able to respond to the evolving needs of their customers through bumper bowl and thunder bowl. Skiing also faced similar challenges but was able to grow consumer participation by embracing snowboarding. The lesson from these two industries is clear - being in the recreational business, we must understand and cater our programming to what the consumer wants, so we can retain current and reach new consumers.

It's your job to position golf at the top of mind for consumers as a fun activity that they want to play. There are 61 million former golfers that have expressed an interest in playing again.

It's your personal challenge to connect with those Americans who are not currently golfers but have shown an interest in returning and becoming golfers. The statistics noted above average to some 6,000 potential new golfers for every PGA Professional-staffed facility. You have a tremendous opportunity to get this population of potential customers excited about playing golf at your facility.

What to Market

You are marketing the game that you love and one of the greatest recreational activities available. Your marketing messages should incorporate:

- **The Game of Golf: Friends, Family & Fun!**

- Golf is affordable
- Golf is welcoming
- Golf is good for your health
- Your facility

- **Your Programs**

- **Yourself**

Golf 2.0 research identified that people enjoyed playing the game with friends and family members. Therefore, your Player Development marketing messages must incorporate the social nature of the sport and how the game's atmosphere provides camaraderie among friends and bonding between family members.

People need to know golf is good for your health while they play. Health and fitness experts advocate that walking 10,000 steps per day – the equivalent of 18 holes or five miles – will improve your overall fitness and help control your weight. This is a great message on why golf is good for your health.

Non-golfers likely have some misconceptions about the game. Therefore, your messaging needs to overcome these misconceptions by promoting that golf is affordable...can be played fast...is fun...welcoming to all races and genders...and provides a beautiful and environmentally clean atmosphere to enjoy being outdoors.

Who to Market to

The Boston Consulting Group has identified nine targeted consumer groups that are most likely to have interest and capability to become golfers or to play more rounds at your facility. These nine groups are:

- Regular golfers making at least \$150,000 annually: This is a segment size of less than 1 million people who have a high per-household spend and a high desire to bring others to the game.
- Occasional women with no kids: This is a segment size of about 2 million people who have high latent demand to play the game in some form. They have fewer barriers into the game than moms and have a longer potential golf life versus retirees.
- Occasional men with no kids: This is a segment size made up of about 5 million people who have a substantial latent demand to play the game. They have fewer barriers into the game than dads and have a longer potential golf life versus retirees.
- Lapsed women with no kids: This is a large segment size of 17 million people who have an extremely high latent demand to play the game.
- Lapsed men with no kids: This is a large target population of 26 million people who have a relatively high latent demand to play the game.
- Lapsed retired men: This is a population of 10 million people who have a very high latent demand to play the game and is a high potential household revenue opportunity.
- Lapsed dads and moms: This is a population of some 19 million people who have a high latent demand to play the game and a high per-household potential revenue. They also represent an opportunity to bring families to the game.
- Kids: This is a total population of 27 million people who represent a solid foundation for the future of the game. Kids' participation and interest enables the whole family to play.
- Hispanics/Latinos: This is a population of 24 million people who represent the fastest growing ethnic group in the United States, with increasing wealth. The Hispanic/Latino population skews young, which adds to future opportunity.

Visit Golf20.net for more information about each of these consumer groups and pay special attention to their “pain points.” Pain points are simply the leading barriers keeping people from playing golf, or playing more. Example most often cited include time, cost, significant-other does not play, or people feel golf is not welcoming. It is important to know these, and market positive messages to break these barriers.

When developing your marketing plan to these targeted consumer groups, you'll get maximum return on investment by utilizing your SWOT analysis and identifying organizations, businesses and schools that likely contain these nine targeted consumer groups.

How to Market

In this Playbook, the phrase “It’s Personal” continues to be used. As stated earlier, your marketing and promotions strategy will be personal. It is up to you to develop a plan where you can focus on promoting the game and attracting consumers back to your facility, your program, and you. The following is a menu of strategies that have been proven successful by other PGA Professionals. It’s up to you to review this menu and consider which strategies will serve you best based on your facility, your business plan and your local market. To illustrate how to market using each of these strategies, below are real-life examples your peers have used to help grow their business.

Community Marketing: It’s important for you to leave your facility and get out into the community to promote the game and your facility.

Example: PGA Professional Ted Bishop has established a relationship with a local bank. In working with their HR Director, he was able to sell Get Golf Ready as a health and wellness program. As a result, the bank sends 20+ students to take Get Golf Ready at Ted’s facility each year.

Example: As a newly hired Director of Player Development, Will Grant was on a quest to market Get Golf Ready at his new facility. He identified 11 companies that hosted leagues at his facility in the past. During the offseason he met with the HR Directors of each company to promote Get Golf Ready. Through this effort, he generated more than 300 students in one season.

Example: PGA Professional Phil Green approached the school board in his district and has taken it upon himself to work with PE teachers in adding golf to their curriculum. He was also instrumental in helping coordinate field trips back to his course, and in turn promotes his junior and family programs. Phil has seen 1,000 kids from his school program transition to his green grass programs each summer.

Other community marketing opportunities include community organizations, Parks & Rec. departments, and local community colleges.

Special Events: Be creative in finding or creating opportunities to deliver golf experiences to large groups of consumers. These golf experiences can take place at your facility, but they may be even more effective when being conducted at a consumer event in your area.

Example: A group of nine facilities in Charlotte, NC took it upon themselves to host a Play Golf America day on the same day in July, to include a cooperative approach to promoting this event. Due to bad weather, they averaged around 20 people. However, they converted 60% of the attendees (i.e., they averaged selling 12 Get Golf Ready packages per facility).

Example: At a private club in Colorado, PGA Professional Kyle Heyen invites his local Chamber of Commerce to a complimentary evening of food, beverage and golf each year. This has been so well received that Kyle has had hundreds of attendees sign up for Get Golf Ready, plus he has sold Golf and Social Memberships to benefit his club from this evening.

Example: Several PGA Professionals have established relationships with Microsoft Stores. This includes attending monthly family fun nights in the stores, where families come to play their golf video games and Professionals are there to lend a helping hand to make the evening more enjoyable. More importantly, Professionals are inviting these families out to enjoy a green grass golf experience at their facility.

Other special events include going to sporting events, community fairs, or business functions to promote the game and the facility. Welcome to Golf Month (found in Playbook Appendix) provides a foundation for you to host these types of special events to welcome new golfers to your facility.

Direct E-Mail/Mail: There are a variety of ways for you to establish one-on-one personal communications with consumer groups through regular emails to your data base, or even direct mail.

Example: There are a group of golf courses in Indiana that have evolved completely away from paid advertising and have focused exclusively on emails and their websites for all marketing and promotions.

Example: Leaders at Hampton Golf have been proactive in using text messaging as their preferred communication method over emails. They find there is less chance of their messages being flagged as spam, plus they believe texting reaches their customers more quickly.

Digital: In today's day and age, it's vital to reach consumers in the way in which they want to be communicated. This is even more evident with the younger generation. Clearly, you need to maximize use of your own website. In addition, the industry provides complimentary access to use nationally branded websites for online promotions and consumer registration.

These include: PlayGolfAmerica.com and getgolfreedy.com.

Challenge: Review your website. It's safe to assume your website is your primary communications center for your facility and your programs. Does your site have clear language saying "New Golfers are Welcome Here!" and does your site have a dedicated webpage promoting your Player Development programs for new golfers?

Example: During the offseason a course in Florida used Groupon to sell Get Golf Ready. Since it was the offseason, they were willing to sell it at a discounted rate, especially when 240 registrants bought the Groupon in one month.

Example: PGA Professional Kurt Sokolowski thought of a creative way to market his Get Golf Ready classes throughout his Army base. He had a Fort Jackson resident take the class and blog about her experiences on the Army Wives' Blog. After each class she would talk about what she learned and about the Get Golf Ready format. This unique form of social media and word-of-mouth advertising was a big success as traffic to their website greatly increased. He can also account for selling Get Golf Ready to 10 additional people.

Your digital campaign needs to include social media, especially considering 68% of women in the United States use social media to stay in touch with friends. (Rebtel study, May 2011)

On-Site: There are a number of assets at your own facility of which you can take advantage. Develop brochures or flyers to describe your offerings. Also have some posters or other signage in the golf shop, in golf cars or in other parts of the facility. When hanging signage or talking with customers, always take the time to consider the customer's level of experience and how your programming can help them. Existing golfers can be a valuable resource through word-of-mouth referrals to friends and family members who don't play golf.

Example: Billy Casper Golf reported an interesting success story. They had been promoting Get Golf Ready for women with posters and signage in the women's locker room. With limited response, they adjusted their approach and repositioned the posters and signage to the men's locker room, still promoting Get Golf Ready for women. Through word-of-mouth referrals from men, the results were significantly more effective at attracting female golfers to their facilities

Cross-Promotions: As you conduct programs, you need to be strategic in promoting opportunities to get students to register for further next-step Player Development offerings at your facility. Consider how you can use Get Golf Ready to promote your family and couples programs. At the same time, consider how you can use your family and couples' programs to promote Get Golf Ready.

Example: At the conclusion of Get Golf Ready 1 classes, PGA Professional Sherry McDonald offers discounted pricing to students who will commit to purchasing Get Golf Ready 2 (next-step instruction) classes and beginner outings on the day of their closing Get Golf Ready 1 session. By getting early commitment she has increased Get Golf Ready 2, beginner leagues and family outings by more than 500 students.

Public Relations: Your local media is always interested in positive human interest stories. Over the years, golf has provided a wealth of positive contributions worthy of media attention. You have an opportunity to utilize a variety of templates or establish relationships with local newspaper reporters, radio personalities and television anchors.

Example: PGA Professional Jeff Nixon approached a local sports radio station about hosting a golf talk show. The station enthusiastically agreed. While he works with the station on content which promotes the game of golf at large, his golf facility is recognized several times throughout each show.

Advertisements: If you choose to purchase ads, it's important that you weigh your options on what can deliver the best ROI and perhaps quantify the conversion of ad spend into business. An alternative for using cash for ads is to barter with local businesses.

Example: A facility in Tampa partnered with a local pizza store. The store was provided with complimentary rounds of golf. In return, the store included Get Golf Ready flyers on every pizza box. This form of marketing has generated the best results for this facility.

Example: After researching for affordable alternatives, PGA General Manager Scott Chaffin activated a campaign to advertise on Facebook. The ads are able to target golfers within 50 miles of his facility, which simply required paying a nominal fee every time one of his ads is clicked. In addition to increasing his number of fans, it's been a great way to get promotions in front of local golfers where he can monitor traffic and click through numbers. Thanks to the ad,

they've seen increases in both customer loyalty and revenue in the last seven months, netting an extra \$10,000 to \$20,000 per month. This jump is attributed to an increase in rounds and savings on marketing. Chaffin noted this strategy has completely changed the way he markets his course.

Facilities report some affordable advertising can also be purchased from radio and local cable companies.

How to Develop Promotional Materials for Your Programs

Use templates and collateral provided for each of the various Golf 2.0 Menu of programs

- Posters/Flyers
- Brochures
- Press Release Templates
- HTML Ads & Logos

Use resources to create your own materials

- Some of the templates found at Golf20.net can be customized (i.e., drop in your logo or specific schedules and information about your programs)
- Use files and copy to create your own materials
 - Signs
 - Brochures
 - Ads
- Radio ads

PGA Professionals can let their affiliation work for them by incorporating the PGA Professional logo into all promotional material, and use the PGA stock documents and templates when appropriate.



Tracking & Reporting Results

Why You Need to Track and Report Results

Your employer is interested in making money. If your programs are generating revenue, do you think your employer would like to know? Do you think this could help your job security? It is vital to capture key metrics on your student's golf activity and to quantify the impact of your Player Development programs to your facility's bottom line. This is a crucial step as it quantifies your skills as a revenue generator and the impact you're making to the bottom-line number, which you'll use in your communications to your employer.

What to Track

1. How many new golfers have you developed and retained?
2. How much have new golfers spent at your course?
3. How many total rounds have new golfers played at your course?

How to Track

There are several ways you can go about tracking results. The common thread to all methods is tracking the rounds they play and the money they spend. Below are a few methods you may use in tracking the progress of your students as they play golf at your facility

How to Track - Frequency Tracking Card

Frequency tracking cards can measure customer's usage and spending at the facility, which can be very helpful in quantifying the effectiveness of Player Development programs. Give your new students a card when they start the program and offer some incentive (usually points based on dollars spent) for using the card. Many Point-of-Sale (P.O.S.) systems offer this functionality, as well as some stand-alone frequency card tracking systems. Look for more information about these cards in the Deepening Engagement in Current Golfers initiative.

A great example from a PGA Magazine article on using Frequency Tracking Cards is *(found in Playbook Appendix.)*

How to Track - Customer Database

While frequency cards provide an automated tracking system, a reality is that many facilities do not have systems with this capability. As an alternative, customer databases can help you track results. Databases can be through a POS system or they can be a simple database in a spreadsheet. In addition to building a customer profile, a customer database can track:

- **Program participation**
 - | Names of program and frequency
 - | Registration fees
- **Purchase activities**
 - | Green fees
 - | Food & beverage
 - | Merchandise/Equipment
 - | Instruction
- **Project combined totals to include breakdown of facility versus instructor revenue**

An example Spreadsheet Template is found in Playbook Appendix.

How to Track - Phone Interviews

Telephone interviews with recent students can be a terrific way to reconnect with your students since their last instructional session. It's a personal touch which serves multiple purposes:

- Shows your student that you care about them and their game, which will strengthen your relationship with the student
- Provides you the opportunity to promote further Player Development programs at your facility
- Enables you to capture data about your students' continued progression as a golfer for the purposes of tracking and reporting

How to Track - Personalized Email Messages

Emails are another option to consider. While phone calls may be more personal and likely to give you a higher rate of response, this digital technology may be more efficient for you. Personal email messages can serve the following purposes:

- Strengthens the connection between you and your student
- Invites the customer back to your facility
- Collects data to quantify the effectiveness of your Player Development program

Reporting

Developing comprehensive reports quantifying your results could be the most important step in showing your value to your employer. Reporting should focus on detailing results that match the objectives that you had set forth in your Player Development program business plan. Some suggested results to report may include:

- Number of students entering your Player Development programs
- Number of golfers you've developed/retained (those students who then played a round after their instructional program with you)
- Of the golfers retained, how many rounds have they played?
- Revenue generated following player development programs
 - | Include breakdown by various departments (golf fees, F&B, merchandise)
- Consider reporting breakdown by targeted niche markets (women, families, etc.)

By capturing data about your students from frequency tracking cards, phone interviews or email messages and logging that data into a spreadsheet, you'll be able to report the above information.

“DETAILED TRACKING AND REPORTING OF OUR PLAYER DEVELOPMENT PROGRAMS TO THE LEADERSHIP TEAM IS VITAL. NOT ONLY DO THE RESULTS PROVE THAT WHAT WE ARE DOING IS RELEVANT, BUT THE INFORMATION HELPS WITH DECISION-MAKING AS IT RELATES TO SALES, MARKETING AND OTHER COMPANY INITIATIVES.”

SCOTT SZYMONIAK, PGA DIRECTOR OF PLAYER DEVELOPMENT, CANONGATE GOLF CLUBS

Evaluating Results and Making Modifications

By the end of 2012, you'll be able to access benchmarks comparing your Player Development programs to other facilities that are similar to yours (based on facility type, pricing and location.) Evaluating your results and comparing your facility to benchmarks can help you:

- Identify strengths and deficiencies in your Player Development programs and refine your programs to make them even better (i.e., initial step for your next SWOT analysis)
- Pay attention to how your facility compares to benchmarks on the number of golfers created and retained through your Player Development programs
- Identify what changes you should make to your planning process of future Player Development programs

The process of evaluating your results is best completed in collaboration with your employer and with proactive communication.

Utilizing the strategies found in this Playbook should be started in advance of each new golf season.

APPENDIX I

Golf 2.0 Menu of Programs

Get Golf Ready

Get Golf Ready is the Player Development program designed to bring adults into the game in a fast, fun and affordable way. It is a series of five lessons that helps students get on the golf course and play. It is designed to be flexible, in order to integrate into existing Player Development initiatives.

Get Golf Ready aligns with Golf 2.0's core strategies to Drive New Players and Engage Lapsed golfers. Survey results have shown that Get Golf Ready is a great program to bring new customers to facilities and turn them into long-term golfers.

Get Golf Ready includes three levels for you to integrate:

- **Get Golf Ready** - first step introductory program where teaching fun is priority
- **Get Golf Ready 2** - next-step instruction to enhance skills and confidence
- **Get Golf Ready Outings/Leagues** - structured, yet very fun with casual playing opportunities
- **Get Golf Ready for Women** - use the same but more social format

To learn more about Get Golf Ready and become a host facility, visit PlayGolfAmerica.com/GGR.

TEE IT FORWARD

TEE IT FORWARD is the national campaign which encourages golfers to play the golf course at a length that is best suited to their abilities. **TEE IT FORWARD** has the potential to speed up play and allow your golfers to have more fun by utilizing the tees that provide the greatest playability and enjoyment.

TEE IT FORWARD had great success in 2011 with survey results showing 70% of golfers had more fun; 47% played faster; and 52% sharing they were likely to play more often because of **TEE IT FORWARD**.

To learn more and register as a **TEE IT FORWARD** facility, visit PlayGolfAmerica.com/TeeltForward.

It's Okay

It's Okay is a list of 18 helpful hints for new golfers to consider when going out for a casual round of golf. Hints include: "It's Okay to throw the ball out of a bunker," and "It's Okay to tee the ball up in the fairway." The Rules of golf are important, but the It's Okay hints can be a great way for new golfers learning the game to have fun and enjoy golf.

To see the full list of It's Okay hints, go to PlayGolfAmerica.com.

Welcome to Golf Month

New for 2012, May is Welcome to Golf Month. This new promotion aligns with Golf 2.0's core strategies to Drive New Players and Engage Lapsed Golfers. Using PGA Free Lesson Month as the foundation of the program, PGA and LPGA professionals can participate by offering four hours of complimentary instruction and/or introductory programs, Welcome to Golf days, bring a friend, clinics and more.

To register for Welcome to Golf Month, visit PGALinks.com.

Women's Golf

A continued focus of Golf 2.0 is the women's market, as we strive to grow participation among women. Welcome female golfers by developing specific programming for women, focused on non-intimidating and social entry into golf. Consider offering women's leagues, clinics, discounts, as well as variations on programs such as Get Golf Ready and Welcome to Golf.

Learn more about women's golf at Golf20.net or post women's programs on PlayGolfAmerica.com using the [Play Golf America Resource Center](#).

Family Golf Month

Family Golf Month can help achieve Golf 2.0 and Player Development objectives by attracting lapsed parents and growing participation among youth. Promoted in July, Family Golf Month brings attention to family golf programs nationwide, such as PGA Family Course, Kids Play Free and various family-friendly golf outings, tee times, and special promotions geared toward families.

To learn more about Family Golf Month and register your facility visit PlayGolfAmerica.com.

Junior Golf

Increasing participation among junior golf is important for the future success of the golf industry. The PGA of America offers many programs to increase junior golf participation. The **PGA Sports Academy** is a fun and interactive program designed to develop juniors into long-term golfers using five key areas, including golf and "near-golf" experiences, golf skills, sportsmanship, fitness and nutrition. Other key programs include the **PGA/USGA Course Access Pass**, **Kids Play Free** and more.

To learn more or register for any junior golf programs, [visit PGALinks.com](http://PGALinks.com)

This menu of choices has been developed to help achieve facility, golf operation and Golf 2.0 goals. These represent a small portion of what is available. For more information, assistance with registration and other questions, contact PGA Member Joe Canny, PGA of America, (561) 630-1705.

APPENDIX II

SWOT Analysis Suggested Guidelines

Use the questions below for conducting your SWOT analysis. When conducting your SWOT analysis, consider which components of your Player Development programs you can improve and the potential impact to your programs from any components that you're unable to improve.

Planning

- Do you develop an annual plan for Player Development?
- Who is involved? Head Professional? Instructors? GM/Owner/Board?
- As a team, do you discuss the desired outcomes from programs, how to achieve these, and what resources will be required?

Customers

- How many rounds are played at your facility? Are you pleased with this number?
- How many unique customers do you have? How often do they play?
- What do you know about your customers?
- Do you survey them? Have you asked them about their satisfaction?

Programming

- What types of Player Development programs do you offer? Are they working? How do you know?
- Do you have programs targeting new/former golfers? Women? Families? Seniors? Juniors? Are they working?

Budgeting

- Do you develop budgets for your Player Development? What type of ROI do your programs generate?
- Is your budget sufficient to maximize success?

Instruction Team

- How many instructors do you have?
- Are your instructors in line with overall plans for your facility?
- How important is teaching new and former golfers to your instructors? Do you require that they focus on new golfers?
- Do you know if your instruction programs generate rounds and revenue for the facility? If so, how?
- Can you enhance how instruction programs are tied in with generating rounds and revenues?
- Do you offer any type of incentives to have your instructors encourage their students to play?

Staff

- Is your golf shop staff knowledgeable about all the programs being offered at your facility?
- Are your staff members engaged with your programs?
- Do your staff members deliver a welcoming experience for golfers of all abilities?
- Does your staff know the importance of being sensitive to new and former golfers?

Marketing

- How do you promote your programs within your facility?
 - Posters, signs, emails
 - Members, spouses, families
 - Social members, pool members
 - Does this communication reach your target audience?
 - Do you promote instructional opportunities to any of your outing groups?
- Do you use digital media?
- Do you use Social Media?
- Do you promote your programs to the local community, outside of your facility?
 - Do you work with local companies/community organizations?
 - Do you promote instruction programs to companies that already have leagues at your facility?
 - Do your Professionals go into local schools to teach golf? If so, do they promote your junior and family programs? Do they invite faculty and parents?
 - Do you host or support any special events within your community (i.e., participate in events to promote your facility/programs or provide quick golf lessons?)
- Do you pay for advertising to promote your Player Development programs?

Retention - Results

- Are your introductory/Get Golf Ready classes creating new golfers?
- After completing introductory/Get Golf Ready classes, how many of your students continue to play or practice? How often do they come back?
- How often do you communicate with them?
- What types of retention programs do you offer?
 - Next-step instruction?
 - Beginner leagues or outings?
 - Loyalty cards to play or practice?
- Have you ever asked them what they would like to do?

- Do your instructors understand the importance of getting their students to “play”?
- Do you encourage your newer golfers to use TEE IT FORWARD, It’s Okay, or fun formats when they play?

Tracking Results & Reporting

- In addition to participation numbers, do you track results to try and measure the impact of your Player Development programs?
- How do you track these results?
- After students complete programs, do you track their frequency or spend on:
 - Continued instruction
 - Playing or practice
 - Equipment and merchandise
 - F&B
- Do you tally the total impact of these efforts? Do you break it down as to new business generated for the facility vs. instructor?
- Do you develop reports to share with your employer?

Golf Course/Facility

- Is your golf course beginner-friendly?
- Do you have sets of tees providing an executive/short course experience? If so, do you have scorecards from this distance?
- Do you offer opportunities and have the fee structure available to play “quick” rounds of golf? 9-holes? 3 or 6-hole loops?
- Do you promote these tees and quick opportunities for golfers to have more fun while learning to play?

Facility Welcoming Environment

- Are your course policies appropriate for today’s society?
- Have you ever made secret shopper calls to your facility to see what type of welcoming experience is delivered?
- Does your golf shop and operations staff make golf welcoming? How often do you speak with them or train them?
- Does your golf course grounds staff make golf welcoming? How often do you speak with them, or train them?
- Do you work closely with rangers/marshals on how to approach new golfers?
- Does your signage use negative language (i.e., don’t do this, or not allowed)?

APPENDIX III

Interview Call Guidelines

Conduct follow-up calls with your students at the conclusion of your golf season. Below are suggested guidelines for conducting the call:

- Start with a short introduction about a personal memory or enjoyable moment you had teaching them
- Ask if they are still playing and approximately how many rounds they have played at your course since you last worked with them
- Ask if they've taken advantage of any food and beverage or merchandising services - if so, how was their experience and try to determine how much they spent
- Ask them about any areas of the game they are struggling with and be sure to promote any future Player Development programs
- Close the call with a personal message thanking them for giving them the opportunity to teach golf, remind them that golf is fun and that your facility offers the perfect atmosphere for them to enjoy the game

Log the results of these questions into a spreadsheet for each student (*see template in Playbook Appendix*) for tracking and reporting purposes.

APPENDIX IV

Personalized Email Guidelines

In the email keep it simple. Start with a short introduction with a personal note about a memorable or enjoyable moment you had teaching them. Ask them if they are still playing, and approximately how many rounds they have played at your course, since you last worked with them.

Be sure to promote any future Player Development programs that you may have upcoming. Close the email with a personal message thanking them for the opportunity to teach golf, remind them that golf is fun; and that your facility offers the perfect atmosphere for them to enjoy the game. If the customer responds back to your email and answers your questions, log the results into a spreadsheet for each student (see template in Playbook Appendix) for tracking and reporting purposes.