THE POWER OF THE PGA PROFESSIONAL

Discover Why Employing a PGA Professional is Essential for Growing the Game AND Your Business!

“The Experts in the Game and Business of Golf.”
PGA PROFESSIONALS
The Driving Force to Build Your Bottom Line

With a deep-rooted passion for the game, 21st Century PGA Professionals are expanding upon the traditional skills of playing and teaching, by becoming frontline managers, who generate new revenue streams, while attracting and retaining customers. And when you hire and employ a PGA Professional at your facility, they provide you with unparalleled access to an array of resources, as they come with the strength of The PGA of America behind them, along with a greater and deeper understanding of the marketplace than ever before. Accordingly, facilities that staff PGA members consistently deliver higher golf fee revenue than their counterparts, according to a PGA PerformanceTrak™ survey.

As the driving force for your bottom line, the 27,000 men and women PGA Professionals are working hand-in-hand with the golf industry on the new, groundbreaking Golf 2.0 initiative to grow the game of golf through 2020. Using innovative marketing and in-depth market research and consumer analysis, PGA Processionals are reaching out to core golfers who play golf with a passion; enticing lapsed
golfers who once played the game back to the course to enjoy it once again; and driving new audiences to take up golf for the very first time.

For nearly a century, PGA Professionals have successfully managed golf operations. As the industry’s standard bearer, they serve as the recognized teachers and leaders of the game. They play it well. They promote it passionately. And they care deeply about its future.

As the recognized experts in the game and business of golf, PGA Professionals are uniquely positioned to continuously acquire and integrate highly relevant skills for lifelong learning and training via a state-of-the-art PGA Education 2.0 program throughout their career which features:

• More than 600 hours of training that is required to gain membership into the world’s largest working sports organization, along with the passing of three comprehensive checkpoints and one of golf’s most difficult playing ability tests

• A digital course library of more than 2,000 training modules

• Advanced career-enhancing education opportunities to earn PGA Certified Professional and PGA Master Professional status within four dynamic certifications across six career paths
Serving as leaders for growing the game in a dynamic marketplace, PGA Professionals implement groundbreaking initiatives steered by The PGA which are creatively designed to drive increased traffic and revenues at facilities nationwide such as:

- **GET GOLF READY** – Designed to bring new people into the game and former golfers back to the sport, Get Golf Ready is a highly successful adult player development initiative that offers an affordable five-lesson group instruction package, offered at courses nationwide.

- **TEE IT FORWARD** – A joint initiative between The PGA of America and the United States Golf Association, TEE IT FORWARD encourages golfers to move up to the set of tees that properly corresponds to their average driving distance, in order to make the game more fun and enjoyable — and drive more rounds at your facility.

- **WELCOME TO GOLF MONTH** – The PGA, Golf Digest and Nike Golf launched this new Play Golf America program in 2012, which evolved from the successful PGA Free Lesson Month, with additional complimentary introductory programs, orientations and Get Golf Ready clinics as part of an innovative promotion to further attract new golfers to the game.

Innovations such as these are the essence of The PGA brand, which represents the very best in golf.
SUCCESS STORIES

To support our entire membership, their employers and the industry’s comprehensive Golf 2.0 strategic plan to grow the game, The PGA of America has developed a comprehensive collection of success stories, which includes case studies and a reporting service for PGA Professionals. They share their best ideas with you and your staff—in order to help improve operations, customer service, marketing, player development and your bottom line.

The PGA believes strongly in promoting the most successful industry case studies to our membership, in order to share the latest innovations presented by the men and women who comprise our Association and increase their value to you, the employer.

These success stories are stored on www.Golf20.net—for you to work directly with your PGA Professional to tailor to your facility’s specific needs both new and established workplace ideas, programs and practices, which are submitted by our membership from across the world.
If you are looking to hire the industry’s most uniquely qualified PGA Professionals, the vast resources of the PGA Employment Center is THE place for you to start. Here, you will find the CareerLinks database, which showcases a vast reservoir of talent—including information on more than 16,000 PGA Professionals. It is your resource to find the most professionally trained and highest qualified people in the industry.

CareerLinks is The PGA of America’s award-winning complimentary employment referral service that matches employers with qualified PGA Professionals for positions such as:

- General Manager
- Director of Golf
- Head Golf Professional

The state-of-the-art Career Links database can instantaneously identify qualified PGA candidates based on your unique search specifications.

Visit www.PGA.com/Employment to access CareerLinks today.

From coast-to-coast, 12 highly skilled PGA Employment Consultants make the CareerLinks process fast and efficient. As an employer, you can turn to these experienced industry experts for complimentary assistance with:

- Developing position descriptions
- Facility needs analysis
- The interview process
- Compensation information
The goal of each Employment Consultant is to simplify the hiring process and help ensure that a mutually successful employment relationship is created.

**CareerLinks Step-By-Step Process:**

1. Employers contact their regional PGA Employment Consultant for complimentary hiring assistance.
2. The PGA Employment Consultant will contact the current or exiting PGA Professional to verify the position vacancy.
3. The PGA Employment Consultant will help you identify the skills and experience that are appropriate for the position.
4. You may adjust the search criteria and geographic search parameters to influence the number of resumes you receive.
5. CareerLinks searches the database and identifies PGA Professionals who meet your search criteria.
6. PGA Professionals meeting the search criteria are notified electronically about the position, and if interested, they can submit a targeted resume.
7. You notify all applicants regarding the receipt of resumes and the status of the hiring process.
8. You review the resumes, select candidates to interview, and hire the most appropriate applicant.
9. You provide your PGA Employment Consultant with interviewee names, hired candidate name and compensation package.
10. The PGA Employment Consultant follows up with the employer and the CareerLinks hire to review customer satisfaction.

To locate the PGA Employment Consultant in your area, go to www.pgalinks.com/consultants or call 800-314-2713.

“We routinely recommend the hiring of PGA Professionals.”

— Henry Delozier, Partner | Global Golf Advisors
The PGA CareerLinks Platinum service offers greater hands-on guidance to employers, while keeping the search committee involved and focused on making an informed hiring decision. This fee-based program includes customized hiring assistance and facilitation from PGA Employment Consultants who have utilized their expertise and diverse professional backgrounds and experience to successfully lead employers through the hiring process.

**PGA CareerLinks Platinum provides:**

**On-Site Hiring Assistance** - PGA Employment Consultants provide on-site support and direction in developing a hiring plan and timeline.

**Candidate Communications** - PGA CareerLinks handles the receipt of resumes, applicant acknowledgements and job status communications, and then facilitates the notification of finalists for interviews.

**PGA Professional Status Verification** - The PGA CareerLinks Platinum service verifies active PGA membership status and current employment.

**Resume Review Facilitation** - PGA Employment Consultants will be on-site to facilitate an easy and objective resume review process, so the committee can identify the most ideal finalists for the position.

**Interview Facilitation** - PGA Employment Consultants work with the committee to develop interview questions and strategies, including scheduling, tips and techniques, process guidance and evaluations.

**Background/Reference Checks** - The PGA CareerLinks Platinum service utilizes a preferred background screening company; a one-stop resource for all candidate-screening assistance.

**Compensation Package Assistance** - PGA Employment Consultants have access to the most extensive and accurate database of customized compensation statistics and benchmarks to help address your facility’s unique status.

**Performance Review Strategy** - The PGA CareerLinks Platinum service assists you in the development of an effective orientation program and performance evaluation strategy that works to ensure a successful employment relationship.
PGA Employment Consultants work jointly with nine new PGA Player Development Managers, who are based nationwide as yet another complimentary service from The PGA of America to help grow the game and business at your facility. These managers are strategically located in markets that have the highest latent demand — former golfers interested in playing the game again. This pool of 61 million “latent golfers” was identified through extensive research by the Boston Consulting Group and the groundbreaking Golf 2.0 initiative.

PGA Player Development Managers serve as advocates to industry employers, in order to leverage the PGA Professional’s critical role in growing the game. They serve as a teacher and business consultant to both PGA Professionals and employers on how to engage player development business plans, including professional staffing, facility training and engagement, physical space requirements and marketing.

The PGA Player Development Managers cover the entire country but are based in New York, Chicago, Boston, Washington D.C., Atlanta, Dallas, Houston, Phoenix and Seattle, in order to tap into these large pools of demand.

This complimentary service is part of the great value a PGA Professional brings to your facility, in order to generate new rounds and revenues for your business.

To discover more about the PGA Player Development Managers and what they can do to drive business at public, private and resort facilities, visit www.Golf20.net or call 1-800-477-6465 Ext. 1763.

“The PGA Professional has the credibility beyond any other organization or Association.” – Dana Garmany, PGA, CEO | Troon Golf
Extensive and comprehensive industry research we have conducted via the Boston Consulting Group is enabling PGA Professionals to better identify our customer than ever before. Uniquely positioned and qualified to attract and retain golfers, PGA Professionals have several lifelong education options, research tools and unique benefits that enable them to bring more people to the game and greatly enhance your business operations.

PGA Certified Professional Program 2.0

Aligned with the goals of the Golf 2.0 strategic initiative to give PGA members a state-of-the-art skillset to grow the game of golf, the newly refined PGA Certified Professional Program 2.0 is an online, career-enhancing education curriculum that ensures that PGA members have the skills, competencies and job requirements demanded by today’s employers and customers throughout the golf industry. Designed with direct input from employers and industry experts to immediately enhance PGA members’ expertise and performance in the workplace, the all-digital PGA CPP 2.0 is an intuitive program that offers four general certifications:

- Golf Operations
- New! Player Development
- Instruction
- General Management
“The foundation that the PGA Golf Professional has and develops through the membership process and continuing education makes them such a valuable entity.”
— Claye Atcheson, PGA, Vice President of Golf Marriott International

Once the PGA Certified Professional status is earned through this comprehensive education and training program, a PGA member may then pursue the highest designation from The PGA of America - PGA Master Professional.

Nearly 800 PGA members have earned the prestigious designation of either PGA Certified Professional or PGA Master Professional. A PGA Professional must be a member for at least eight years before pursuing PGA Master Professional certification.

PGA JobFinder
You can find qualified workers in your area to fill a variety of golf industry positions from PGA Teaching Professionals to Clubhouse Staff to Manufacturer’s Sales Representatives on The PGA’s complimentary job-posting site – PGA JobFinder at PGA.com/Employment, which hosts many of the approximately 500,000 employment opportunities in the golf industry:

- Accounting
- Corporate Management
- Health and Fitness
- Administration
- Instruction
- Manufacturing
- Ownership/Leasing
- Food and Beverage
- Retail
- Agronomy
- Marketing and Sales

The PGA of America puts an even greater focus on PGA JobFinder each February during National Jobs in Golf Month, which kicks off the hiring season at many facilities.
Find A PGA Professional
Your Link to Golf’s Experts. One of the most critical needs for an employer is to be able to market and sell their facility in a cost-effective manner. Through Find A PGA Professional on PGA.com, you can utilize a tool that enables clients to contact PGA Professionals staffed at your facility.

This free service, which is available at www.PGA.com — one of golf’s most popular Web sites — connects you to new avenues of potential revenue growth immediately.

The Golf Management Program
Employers can direct staff interested in becoming PGA Professionals to discover the different paths available for PGA membership at “PGAandYou.” This comprehensive resource provides information on the 20 different colleges and universities that offer the PGA Golf Management University Program, along with the traditional PGA Apprentice Program at PGA Village in Port St. Lucie, Fla.

Visit PGA.com/employment for more information on how your staff can reach the next level as proud members of The PGA of America.

Growth of the Game Programs
The PGA Professional is armed with national marketing support and growth of the game programs that are designed to increase play and your bottom line. These player development programs are supported by the golf industry.

Some of the most popular programs include:

- Get Golf Ready
- Welcome to Golf
- TEE IT FORWARD
- PGA Sports Academy

Each program is designed to address cost and time barriers for the game and enhance a player’s skills and enjoyment, which leads to increased participation and revenues for the industry. For example, 78 percent of Get Golf Ready students report continuing or practicing the game within the first year. Meanwhile, an impressive 63 percent of students in the Get Golf Ready program from three years ago are still playing the game today, as they average more than 30 trips to the golf course each year.

These professionally developed programs are targeted to reach key consumer demographics,
focusing on new, former and existing adult golfers, as well as various niches, such as women, families, juniors, couples and seniors, through group instruction and organized play.

These Growth of the Game Programs are supported by an industry-led, multi-million dollar national marketing and advertising campaign, delivered through broadcast, print, Web and media outlets. The promotions, news reports and public relations efforts encourage consumers to connect to PGA facilities and their programs via PlayGolfAmerica.com. This complimentary Resource Center promotes and manages Growth of the Game Programs on behalf of participating facilities.

**PGA Magazine**
The PGA of America provides a facility’s owner or a key individual at every PGA-member facility with a complimentary subscription to *PGA Magazine*. As the one of the industry’s most respected and time-honored publications, *PGA Magazine* covers golf business industry trends and issues, with an in-depth focus on the employer as the customer—as well as other important influences on the golf industry, such as player development, engaging lapsed golfers, retaining core golfers and marketing the game to new and diverse audiences, including women, minorities and juniors.
PGA Championships and Events
Through your PGA Professional, employers also receive complimentary admission to a variety of PGA of America events and Championships. Employers can attend the PGA Championship, Ryder Cup, Senior PGA Championship and PGA Grand Slam of Golf gratis, when accompanied by their PGA Professional.

In addition, employers receive complimentary admission to the annual PGA Merchandise Show and PGA Expo - the industry’s two largest trade events.

PGA Research
The PGA Consumer Marketing Department provides PGA-member facilities with a variety of complimentary research information and business tools to enhance their knowledge and performance such as:

• Annual Operations
• Pace of Play
• Player Development
PGA.com
The PGA of America partners with Time Warner, a global leader in media and entertainment, to produce PGA.com and other innovative e-business services that promote the game and connect golfers with PGA Professionals to drive the business of golf. PGA.com and the related event microsites garner more than 30 million site visits, 10 million video streams, 300 million page views annually making these digital assets an effective way to message avid and casual golfers alike.

By harnessing this significant consumer traffic, PGA.com promotes high-interest products such as the PGA.com Value Guide, Course Finder as well as game improvement, tracking and analysis tools. In addition, PGA.com links these consumer products with business solutions for the PGA Professional such as the PGA Trade-in Network, Yield Management and player development programs to connect golfers with PGA Professionals and courses to transact and enhance their business.
Created in 2005, PerformanceTrak serves an industry-leading role in providing PGA Professionals, their employers and the industry with business metrics, benchmarking tools and information to enhance facility performance. This has been strengthened through an alliance with the National Golf Course Owners Association and through support of golf’s research organizations.

Through the confidential and complimentary service, PGA Professionals, employers and NGCOA members are provided with reporting tools to enable them to quickly enter monthly data, benchmark their performance against their market and act on changing market conditions on a timely basis.

More than 3,000 golf facilities participate in PerformanceTrak on a monthly basis, via a universal rounds played and key performance indicator reporting database that provides for significant regional and local market reporting capabilities.

By collaborating with the National Golf Course Owners Association, The PGA collects and reports benchmark results through a single data collection process, a single database, and a specialized customer service and operations team. Expanding this collaboration even further in 2010, the combination of these two programs provides an even more robust set of data to support better decision-making based on more local reporting and represents a continued program for a standardized financial benchmarking solution for the industry.

Rounds played and top-line facility revenue reports are created by facility type for 41 PGA Sections, all 50 states and more than 70 local markets. Reports address monthly and annual performance for current and prior years as well as benchmarking of individual facility results against like facilities.

Utilizing PerformanceTrak allows facility management to monitor rounds played, days open, impact on operations due to weather, and key performance indicators including golf fee revenues, merchandise sales, food & beverage revenue and total facility revenues in gross along with revenues per round played.

PerformanceTrak is a key tool for collaboration between employer and employee and with facility owners, Board members and management. PerformanceTrak provides reports that PGA Professionals can share with their
employers including facility specific reporting for benchmarking. The reports can be used for meetings and presentations to provide information for managing the business.

Participation can prepare the Professionals for management or operational positions. It also supports more informed business decisions as an owner/operator to evaluate performance and identify areas that need improvement.

Participation in PerformanceTrak increases a PGA Professionals’ engagement as an employee. By using the reports to show improvements from programs implemented, PGA Professionals can demonstrate their contributions.

PerformanceTrak will also be a key measure for Golf 2.0 strategies.

To request start up materials or more detailed information please contact PerformanceTrak at PerformanceTrak@pgahq.com.
Employing a PGA Professional means that your facility has the opportunity to take advantage of special programs from select PGA Partners. Bauer GolfWorks, Oasis Outsourcing, OfficeMax, PepsiCo, PGA Merchant Processing and Validex Employment Screening offer national account pricing, discount programs, and/or valuable free education and training resources that can positively impact your facility’s bottom line. Atlas Van Lines, National Car Rental and Enterprise Rent-A-Car offer discount programs that can be extended to your facility staff and to your club members. These programs can provide increased value to your membership programs.
From a business perspective, there is no question that PGA Professionals can bring a network of connections.” — Mike Read, Sales Director | Club Car