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1. Image of Golf

2. Business of Golf



Image of Golf

Some reasons that have affected participation:

- Price
- Free time
- Difficulty
- Intimidation
- Dress Code
- Elitist
- Pace of Play
- Economy
- Handicapping

Public Perception of Golf

- It's expensive
- Takes too long
- It's really tough
- A lot of pressure to perform
- You have to wear certain clothes
- Run by stuffy old rich guys
- You have to play in a certain time
- Can't afford to play in a recession
- Handicapping ..how does that work?



Image of Golf

As a Game/Business are we

Industry-led

or are we

Consumer-led?



Image of Golf



In creating that video
was it an Industry-led or
Consumer-led decision?



Rebuilding Participation – Rebuilding our Image?

- Have we missed a generation of golfers?
- Can we build a new appeal to the younger generation?
- How do we create an environment that makes people want to try swinging a golf club?





Rebuilding the image?

- Is this Business Model **Industry-led** or **Consumer-led**?
- Does this model create an environment that addresses the **perception**?
- Does this model connect with the younger generation?
 - It's expensive
 - Takes too long
 - It's really tough
 - A lot of pressure to perform
 - You have to wear certain clothes
 - Run by stuffy old rich guys
 - You have to play in a certain time
 - Can't afford to play in a recession
 - Handicapping ..how does that work?



Rebuilding Participation

- Technology – Embrace it!
- Can it bring the game some “curb appeal”?
 - Club Fitting/Launch Monitors
 - Swing Analysis
 - Rangefinders
 - GPS & Scoring Apps
 - Graphic Flyovers & Videos
 - Social Media



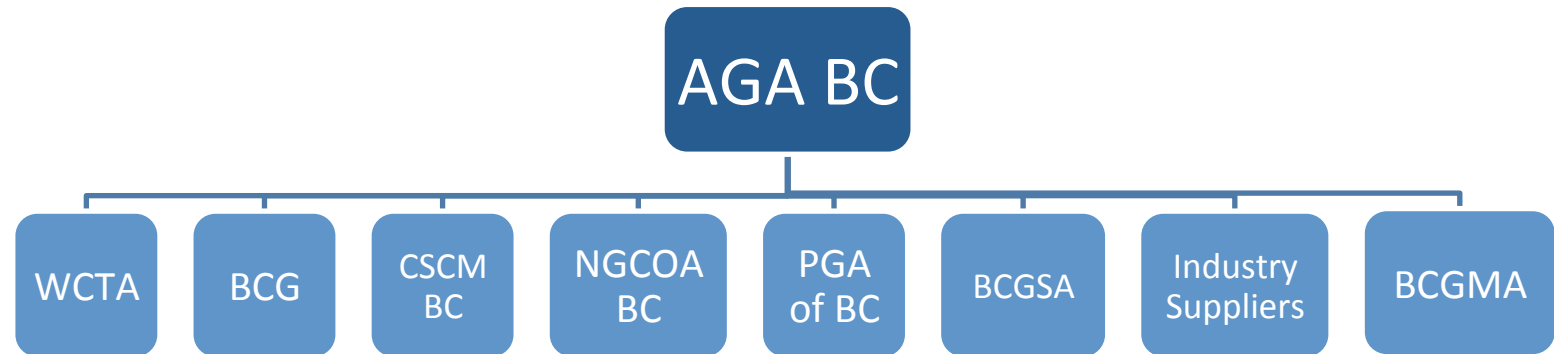
Image of Golf

- If Golf is to change its perception and participation levels then we must **embrace the needs of the consumer**
- Should we ask them what they want?
- We have to work towards becoming a more **Consumer-led Industry**



Image of Golf

Who's responsibility?



It's our Business

It's their Leisure Time... it's their Choice



Business of Golf



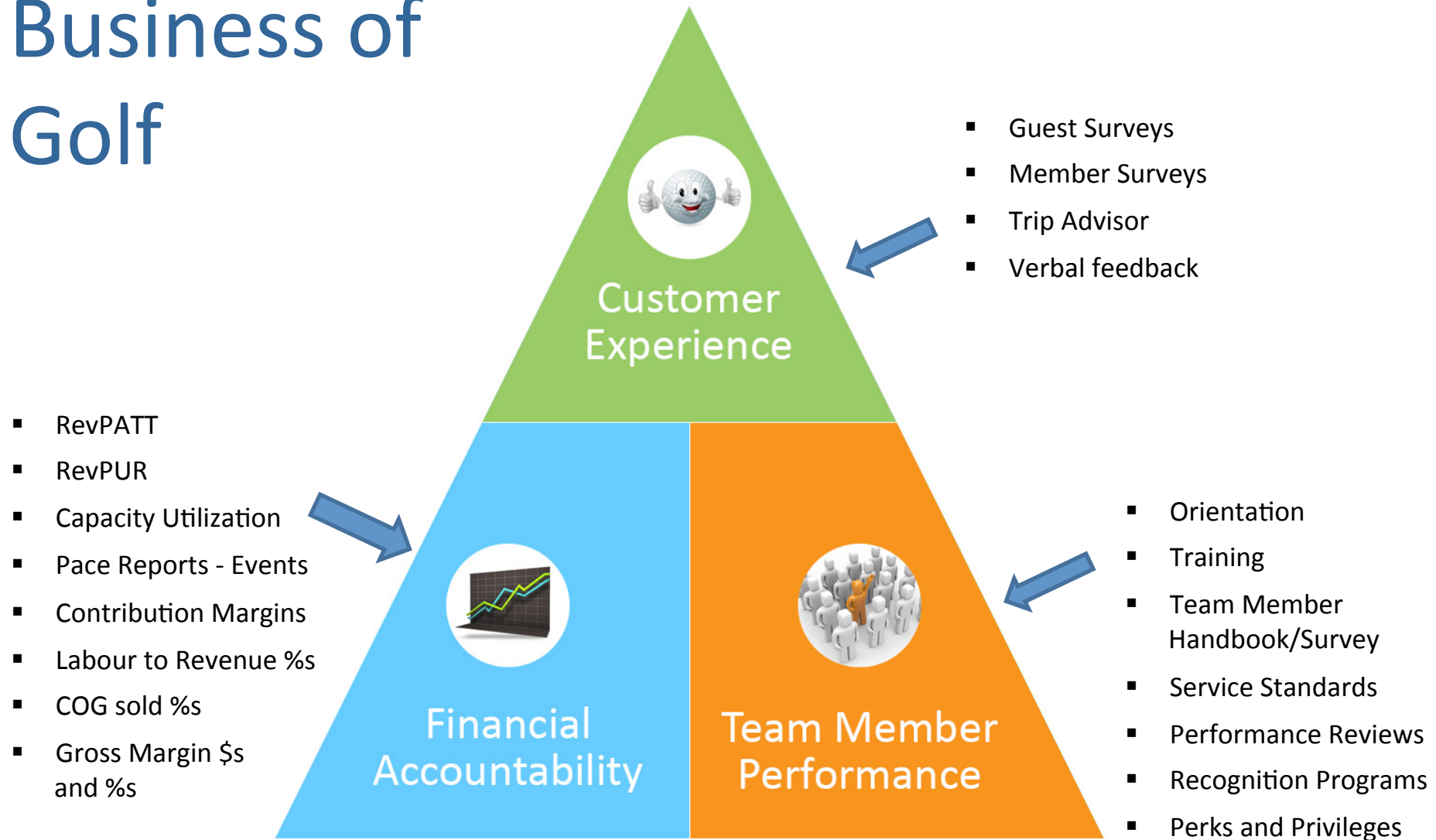
Why do we create benchmarks?

Benchmarks help Managers and
Team Members

**manage their respective areas
and holds them accountable for results**



Business of Golf



Capacity Utilization Performance

- Percentage of actual rounds played vs theoretical rounds available
- Percentage of actual revenue vs theoretical revenue

Theoretical Rounds	Theoretical Revenue	Actual Rounds	Actual Revenue	RevPATT
7200	\$311,980	5246	\$179,841	\$24.98

Capacity Utilization Performance	Rounds:	72.86%	Revenue:	57.65%
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- We can compare course occupancy (Rounds %) to our actual revenue vs theoretical revenue %



Contribution Margins by Revenue Streams

Green Fee

Revenues
100% Grounds 100% Golf Shop Labour
100% Grounds 100% Golf Shop Expenses
Total
<hr/>
Contribution \$
<hr/>
Contribution %
<hr/>

Food & Beverage

Revenues
Cost of goods sold
Cost of goods sold %
Labour FOH/BOH/fixed
Labour to Revenue %
Expenses
Total
<hr/>
Contribution \$
<hr/>
Contribution %
<hr/>

Retail

Revenues
Cost of goods sold
Gross Margin
Total
<hr/>
Contribution \$
<hr/>
Contribution %
<hr/>

Practice Facility

Revenues
Labour/Lesson Commissions
Expenses
Total
<hr/>
Contribution \$
<hr/>
Contribution %
<hr/>



Grounds Maintenance





Calculating Surface Areas

Hole	Bunker			Fairway			Green		
	m ²	f ²	acres	m ²	f ²	acres	m ²	f ²	acres
1	125	1,346	0.03	7,007	75,423	0.16			
2	195	2,095	0.05	8,883	95,613	2.19	615	6,619	0.15
3	201	2,164	0.05	5,439	58,543	1.34	461	4,958	0.11
4	205	2,202	0.05				502	5,407	0.12
5	264	2,843	0.07	5,389	58,002	1.33	468	5,036	0.12
6	135	1,448	0.03	1,703	18,330	0.42	420	4,525	0.10
7				8,468	91,145	2.09	507	5,456	0.13
8	230	2,476	0.06	2,024	21,786	0.50			
9	198	2,136	0.05	9,397	101,148	2.32	554	5,965	0.14
10	342	3,683	0.08	8,767	94,372	2.17	484	5,209	0.12
11	257	2,769	0.06	1,355	14,587	0.33	502	5,409	0.12
12	317	3,415	0.08	8,520	91,706	2.11	352	3,786	0.09
13	461	4,961	0.11	12,833	138,132	3.17	607	6,536	0.15
14	86	928	0.02	1,478	15,913	0.37	636	6,848	0.16
15	337	3,631	0.08	8,540	91,920	2.11	456	4,909	0.11
16	254	2,733	0.06	9,198	99,004	2.27	373	4,010	0.09
17	271	2,922	0.07	8,053	86,687	1.99	600	6,460	0.15
18	556	5,981	0.14	14,821	159,536	3.66	367	3,952	0.09
Practice	287	3,088	0.07				443	4,767	0.11
1/8							1,126	12,115	0.28
Grand Total	4,722	50,822	1.17	121,875	1,311,847	30.12	9,473	101,967	2.34



Man Hour Utilization

Frequency of Job

JOB DESCRIPTION	# OF	# OF	TOTAL												
	EMP'S	HRS	EMP/H	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
COURSE SETTER	1	5	5			9	30	31	30	31	31	30	16		
CUT GREENS Triplex	1	5	5			9	30	31	30	31	31	30	30	5	
CUT GREENS WALKER WEAK GR	1	5	5			9	30	15	5						
TEES & APRONS (TRIPLEX)	3	5	15			1	7	14	13	14	14	14	3		
TEES (WALKER)	1	3	3			1	3	8	8	8	9	6	2		
FAIRWAYS	2	5	10			1	7	14	13	14	14	14	3		
1ST STAGE ROUGH 4500	2	8	16			2	7	14	13	14	14	12	3		
ROUGH SIDEWINDER-GREENS	1	6	6			2	7	14	13	14	14	14	3		
ROUGH SIDEWINDER-TEES	1	3	3			1	2	8	8	8	8	7	1		
ROUGH GR325D 2ND 3RD STAG	1	6	6					8	10	8	8	8			
APRONS	1	3	3			1	2	4	4	4	4	4	1		
COURSE SERVICE	1	3	3			8	20	31	30	31	31	25	25	14	
BALL MARKS	1	4	4						1	1	1				
PRACTICE FACILITY T & TARGE	1	2	2			1	4	8	8	8	9	8	1		
PRACTICE FACILITY	2	4	8				4	4	4	4	5	4	2		

Hours Required

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTALS
		45	150	155	150	155	155	150	80	-		1040
		45	150	155	150	155	155	150	150	25		1,135
		45	150	75	25	-	-	-	-	-		295
		15	105	210	195	210	210	210	9	-		1,164
		3	9	24	24	24	27	18	6	-		135
		10	70	140	130	140	140	140	30	-		800
		32	112	224	208	224	224	192	48	-		1,264
		12	42	84	78	84	84	84	18	-		486
		3	6	24	24	24	24	21	3	-		129
		-	48	60	48	48	48	48	-	-		300
		3	6	12	12	12	12	12	3	-		72
		24	60	93	90	93	93	75	75	42		645
		-	-	-	4	4	4	-	-	-		12
		2	8	16	16	16	18	16	2	-		94
		-	32	32	32	32	40	32	16	-		216



Hopefully one day we will be able to benchmark some of these questions..

- What conditioning should a consumer expect for a \$50, \$100, \$150 green fee?
- What is the **maintenance cost per acre of Fairway** per year?
 - Cutting
 - Top dressing
 - Aeration
 - Fertilizers
 - Fungicides
- What is the **maintenance cost per sq.ft. of Green** per year?



Creating benchmarks that can be shared throughout our Industry will only help us all become **better business operators.**

