

*Wayne
For Your File
SB*

COPY OF MARKETING PROJECT FOR GRANITE POINTE
COMPLETED BY G-257 STUDENTS

March 30, 1998

Granite Pointe Golf Club
Attn. Mr. Bob Hall, Marketing Director
1123 West Richards Street
Nelson, BC

Dear Mr. Hall:

Following on your request in December of 1997 for marketing analysis, assistance and recommendations from Selkirk College, the graduating students of the Golf Club Management and Operations course are pleased to present the attached report for consideration and use by your golf organization.

Contained within these several hundred pages of information are a myriad of ideas and observations compiled by the 23 students of the two-year golf management program. I have vetted the material personally and believe there are many concepts which you might find useful in your attempts to broaden golf participation and increase revenues at Granite Pointe. In addition, I have included a draft copy of a meta-marketing text currently in the process of development by the College for use in marketing courses.

On behalf of Selkirk College I would like to thank you for giving our management candidates the opportunity to work on a "real world" marketing project as part of their curriculum; this type of collaboration represents the classic "win-win" for both organizations.

If you require elaboration on any aspect of the material presented please feel free to contact me either at home (825-4266) or at the College (352-6601).

Sincerely

Steve Bareham, Marketing Instructor



SELKIRK COLLEGE LIBRARY
CASTLEGAR CAMPUS

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Introduction

To be successful in the golf industry a club must strive to maximize usage of all its amenities.

Golf tournaments are an important and very lucrative part of the golf industry. Tournaments can be used as a guaranteed source of revenue for the golf and the food and beverage departments. For example, a tournament booked for 50 people is a guarantee of 50 greenfees, 50 dinners and beverages consumed. (a minimum for beverage sales can also be predetermined) The contract could also stipulate that prizes for the tournament, or a percentage of prizes, be purchased from the pro shop generating more revenue for the club. This is a guarantee of 50 people using the club that day whereas without the tournament the club's facilities could go unused.

In many instances the golf course can be used as a drawing card to increase clubhouse usage. Although more difficult to generate, maximizing clubhouse activity, specifically food and beverage, generates enormous revenues for a club while not being limited by weather or season. In some instances, the golf course becomes secondary to the events and functions of the clubhouse.

Wedding receptions, parties and other clubhouse functions can generate considerable revenue for the food and beverage department without disrupting use of the golf course.

Tournaments and clubhouse activity can also serve as a marketing tool for the club. They expose hundreds of potential members to the facilities and services you offer. For this reason, quality customer service must be of the utmost importance. Impress every person who walks in your door as they are a potential client or member.

The following pages outline programs which may be utilized to increase clubhouse and golf course activity.

Charities

The Granite Point Golf Course should identify charitable organizations in the community. After investigating these charities Granite Point Golf Course could become involved with the ones that they feel are best suited for the betterment of the community. By getting involved with these charities Granite Point Golf Course can achieve several goals. First, by getting involved Granite Point Golf Course can enhance its image within the community. Volunteers like to see different businesses getting involved with charity organizations, it makes them look like they have an interest in the community and care for just more than their business. Second, the club can generate spin off revenue from the charities if events were to be held at the golf club.

Some ideas for getting Granite Point Golf Course involved in community charities would be to allow charities to use the clubhouse for meetings. This would enable each charity to have a place to hold its meetings, at no cost, and the club would get spin off food and beverage revenues. Even if the club does not net any food and beverage revenues it will look good to the people who are volunteering; in turn, this might make more people come to the club. The club could also host events for the charities. This could be anything from golf to an event in the clubhouse, to anything that would help the charity and enhance the club's image in the community. Another idea would be for the golf course to have a no cost hole sponsored by the charity. This would allow the charity to have its name publicized and the golf course to be affiliated with that charity.

Corporate Tournaments

The following section of this report is designed to give Granite Pointe the research and information needed to start a corporate tournament program. Included in the following pages are:

1. Corporate Tournament Package that includes:
 - A description of the tournament facilities.
 - Tournament rules and policies for confirmation dates, booking procedures, payment procedures and power cart bookings.
 - Five separate tournament packages depending on the size of the organization.
 - Lessee agreement form.
2. Survey results from around town.
3. Sample survey for future use.
4. Tournament Package title page for future use.

Please note that the numbers and menu items included in the tournament package are fictitious and are provided solely for the purpose of showing the setup of a professional tournament package. All numbers and menu items should be changed to fit the goals that Granite Pointe would like to achieve. Included at the back of this report will be a disk that will include both the tournament package and Lessee form for the purpose of revisions by Granite Pointe Golf Course. We hope this is a help to your corporate tournament success in the future.

Granite Pointe Golf Course

1998 Tournament Package

CPGA Head Professional
Tournament Director
Food and Beverage Man.
Fax Line

Randy Breen

352-5913
352-5913

Address

1123 West Richards
Nelson, British Columbia

Welcome To Granite Pointe Golf Course

Granite Pointe Golf Course is a beautiful full service 18-Hole semi-private golf facility located in the southwest corner of Nelson. Only a few minutes from downtown Baker Street we provide the perfect location for your next corporate outing. The golf course plays at 6281 from the championship tees down to 5300 yards from the forward tees, thus providing both a challenge to the experienced player and an enjoyable round for the beginning golfer.

At Granite Pointe we specialize in providing top quality tournament service and a first class atmosphere to our clients. Our banquet facilities can accommodate groups up to 200-plus, and the meals and presentation are second to none. Our CPGA professional staff is here to take care of your every need prior to and during the tournament. It is our goal to provide the best corporate tournament service available by catering to your specific needs and, thereby, guaranteeing a memorable and successful outing for all involved.

Granite Pointe Golf Course offers tournament packages for any size of group. These packages vary from basic golf outing for small groups up to deluxe corporate package offering prize tables, power carts, practice facilities, and full dinner service prepared by our executive chef.

On the following pages you will find the various package options. If need be, we are happy to custom fit any package to meet your specific needs; simply contact our tournament director who is available for all questions.

Please read the next two pages carefully as they are designed to familiarize you with the necessary policies and procedures you must follow in order to book and hold an

event at Granite Pointe. Good luck with your 1998 event, and we hope to see you at Granite Pointe!!!!

Granite Pointe Golf Course

1998 Corporate Tournament

Policies and Procedures

BOOKING YOUR TOURNAMENT

To book a tournament at Granite Pointe Golf Club simply contact our tournament director or Head Professional at 352-1111 to confirm available dates and times. A tentative booking may be made at any time but will not be considered firm without receipt of the required \$500.00 deposit and signed tournament agreement form (enclosed). Tentative bookings will be held for one week pending receipt of the deposit. At the time of booking you will be asked to provide us with a estimated number of players and power carts as well as your choice of package. Tee times are available from 11:00 AM onward on weekdays and from 1:00 PM onward on weekends. Shotgun starts are available at the tournament director's discretion at either 1:00 or 2:00 PM.

21 DAY CONFIRMATION

To provide the best and most efficient service possible you will be contacted by our tournament director approximately three weeks prior to your event to discuss specific needs and to further confirm your expected number of players, power carts and meals. These numbers are not considered final but will reflect on our ability to provide the items (such as power carts) that you will need.

8 DAY CONFIRMATION

Eight days prior to your event (nine if your event is being held on a Sunday) our tournament director and food and beverage manager will contact you for final numbers for the tournament. **The numbers of players, power carts, meals, etc. that are given at this point will be reflected on your final invoice.** Please remember that should your numbers drop over the week leading up to your event you will still be billed for the number given at the eight day point. If your numbers rise Granite Pointe cannot guarantee the availability of tee times, power carts, etc. above the number given at the eight day point.

PAYMENT PROCEDURE

Payment in full for your event is required prior to the first tee time. An invoice reflecting the numbers given during the eight day confirmation will be faxed to you at that time. Additional charges incurred during the event shall be paid in full prior to the end of the banquet portion of your event.

SHOTGUN STARTS

Shotgun starts are available to groups of 100 or more players only. If your group is smaller than 100 but wishes to have a shotgun start, our tournament director will do their best to find another small group to join you to allow for a shotgun start.

Please keep in mind that if you wish to arrange a shotgun start that you must choose between the Eagle and Double Eagle packages. Also, if you have booked a full course shotgun and do not have the required 100 players, you will be required to pay for the full 100 players if you wish to keep the shotgun format.

POWER CART BOOKINGS

Power carts may be booked in advance with any of our five basic packages. To ensure availability it is vital to the success of your event that power cart arrangements be made well in advance of the event. When signing up individual participants in your event you should ask whether or not they require a power cart.

At Granite Pointe we have a base fleet of __ power carts. For most larger and even some smaller events we order carts from a fleet rental company to accommodate the number of carts required. If we are not advised three weeks in advance of how many carts you require, we cannot guarantee the availability of your power carts. Remember that while final numbers for billing purposes are not required until eight days prior to your event, it may be necessary to know, or at least estimate, your power cart numbers at the 21-day confirmation time.

We will not take power cart reservations from individual participants in your event, all reservations must be made with your coordinator. We will not take payments for power carts from individual participants in your group, all power cart fees will be billed to your tournament.

Please take the necessary precautions to ensure that all participants in your event are aware of these policies.

Tournament Package #1

The Double Eagle

This package is designed for larger corporate groups seeking the ultimate in a full-service, first-class tournament outing.

Includes the following:

- 18 Holes of golf
- Power carts for all players
- \$10.00 prize allotment per person from our pro shop
- Bag drop area
- Driving range shuttle service
- Unlimited driving range use
- Deluxe full service banquet
- Choice of hamburger deluxe or soup and sandwich prior to or during the round
- Registration tables, Prize tables, and scoreboard
- Hole sponsor and hole contest signs

	<u>Mon-Thur</u>	<u>Fri-Sun</u>	<u>Guest Meal</u>
<u>Price per Player*</u> - w/ 8 oz NY Steak Dinner	\$92.00	\$95.00	\$25.00
w/ Alberta Prime Rib (plate service)	\$92.00	\$95.00	\$25.00
w/ Alberta Prime Rib (buffet service)	\$96.00	\$99.00	\$29.00
w/ Roast ¼ Chicken (plate service)	\$88.00	\$91.00	\$21.00
w/ Roast ¼ Chicken (buffet service)	\$90.00	\$93.00	\$23.00

*All prices include both G.S.T. and gratuities.

Guest meals are available on request at the prices listed above, right column.

Host or cash bar will be made available at your request. Tickets for our beverage cart may be made available by contacting our food and beverage manager.

Tournament Package #2

The Eagle

This package is also designed for the larger corporate group with a budget in mind. While some of the extras are missing, all of the regular Granite Pointe service is here.

Includes the following:

- 18 holes of golf per person
- \$10.00 per person prize allotment from the pro shop
- Driving range shuttle service
- Deluxe full service banquet
- Registration tables, prize tables and scoreboards
- Hole sponsor and hole contest signs

	<u>Mon-Thur</u>	<u>Fri-Sun</u>	<u>Guest Meal</u>
<u>Price per Player*</u> - w/ 8 oz NY Steak Dinner	\$67.00	\$70.00	\$25.00
w/ Alberta Prime Rib (plate service)	\$67.00	\$70.00	\$25.00
w/ Alberta Prime Rib (buffet service)	\$71.00	\$74.00	\$29.00
w/ Roast ¼ Chicken (plate service)	\$63.00	\$66.00	\$21.00
w/ Roast ¼ Chicken (buffet service)	\$65.00	\$68.00	\$23.00

*All prices include G.S.T. and gratuities.

Guest Meals are available at the prices listed above, right column.

Extra Services Available

- Power Carts \$16.00 per player
- Driving Range \$2.00 per player
- Pull Carts \$3.00 per player
- Club Rentals \$15.00 per set
- Host Drink Tickets \$3.00

Tournament Package #3

The Birdie

This package is suitable for any size group not requiring a shotgun start. It offers golf, prizes and meal at a very reasonable price with all the service you would expect from a more expensive package. **Please keep in mind that if your tournament requires a shotgun start that this package is not an option.**

This package includes the following

- 18 Holes of golf per person
- \$10.00 prize allotment per person from our pro shop
- Choice of meal from options listed below
- Registration table, prize tables, scoreboard and hole signs

	<u>Mon-Thur</u>	<u>Fri-Sun</u>	<u>Guest Meal</u>
<u>Price per Player*</u> -Continental Breakfast	\$49.00	\$52.00	\$7.00
Soup & Sandwich Tray	\$52.00	\$55.00	\$10.00
Hamburger Deluxe	\$53.00	\$56.00	\$11.00
Grilled Chicken Sandwich	\$53.00	\$56.00	\$11.00
Baked Lasagna Buffet	\$55.00	\$58.00	\$13.00
6oz Steak Sandwich	\$55.00	\$58.00	\$13.00

*All prices include G.S.T. and gratuities.

**Includes choice of potato or side salad. If you would like both salad and potato please add \$2.00.

Extra Services Available

- Power Carts \$16.00 per player
- Driving Range \$2.00 per player
- Pull Carts \$3.00 per player
- Club Rentals \$15.00 per set
- Host Drink Tickets \$3.00

Tournament Package #4

The Par

This package is designed for smaller groups (40 or fewer players) looking for a simple golf outing without dinner or food services. **This package is not available to groups wishing to play on Fridays, Saturdays and Sundays; nor is it available to groups that require a shotgun start.**

The par package includes the following:

- 18 holes of golf per person
- \$10.00 in prizes per person from our pro shop

The price is \$42.00 per person including G.S.T.

Tournament Package #5

The Bogey

The Bogey package is designed for very small groups (30 or fewer players) who are looking strictly for an advanced tee time booking for a group of friends, family or co-workers. **This package is also not available on Fridays, Saturdays or Sundays.**

The Bogey package includes 18 holes of golf per person and the cost is \$37.00 per person.

Extra Items Available for the Par and Bogey Packages

- Power Carts \$16.00 per person
- Pull Carts \$2.00 per person
- Club Rentals \$15.00 per set
- A full menu is available in our restaurant, so let us know if we can arrange to have your group join us after the round!!!

Granite Pointe Golf Course

1123 West Richards

Nelson, British Columbia.

Phone: (250)-352-5913

Agreement between:

Granite Pointe Golf Course

And

Name _____ Tournament Chairman _____

(hereinafter called the "Lessee")

Address _____ Postal Code _____

Business Phone: _____ Fax Number _____

Function Day _____ Function Date _____ Start Time _____

Deposit: A deposit in the amount of \$500 (five hundred dollars) in advance to guarantee the booking. Such deposit will be applied to the final bill and is non-refundable in the event of cancellation. Bookings will be confirmed only upon receipt of deposit.

Payment: Payment in full is due prior to tee off the day of the tournament. Charges will be based on final confirmation numbers which must be received by the Granite Pointe Tournament director eight (8) days in advance of the function. Additional charges that may occur on the day of the event and/or damages will be invoiced to the tournament coordinator.

Confirmations: The actual number of players, carts, persons requiring food service and the menu selection MUST be confirmed to Granite Pointe at least EIGHT (8) DAYS prior to the tournament date. Please convey any changes to these numbers and we will make every effort to accommodate you. Numbers confirmed become your guarantee and minimum charges are based on these numbers. Granite Pointe reserves the right to alter starting times or course rotation should the number of players differ greatly from original booking. Granite Pointe also reserves the right to provide the function room with best suited to the function.

Damage Policy: All tournament participants are liable for any damage or injury that may be incurred as a result of an errant golf shot. Each player has the responsibility should they make an errant or out of bounds shot to: (a) identify yourself and with the homeowner or with the individual involved, determine if there is any damage or injury. (b) inform the homeowner or individual of your insurance coverage. (c) Report the details of the incident to the pro shop staff immediately upon completion of the round.

Alcoholic Beverages: Alcoholic beverages must be purchased from our lounge, restaurant or beverage cart. No glass bottles, personal coolers or other receptacle devices are permitted on the course.

No Rider Policy: Granite Pointe enforces a "no rider" policy. Non-playing individuals are not permitted on the course.

Speed of Play Guidelines: Under tournament conditions four hours and thirty minutes is the maximum reasonable expected time to play a round of golf. In a full shotgun tournament of 120 or more players this time is extended to a five hour maximum. Speed of play is monitored by the course Marshall and each group is expected to keep pace with the group immediately in front of them. Course starters and Marshals have sole authority on the course and players must obey instructions and requests from them. Failure to adhere to the speed of play guidelines may result in a player(s) being removed from the golf course.

The Lessee Agrees: (a) To keep the clubs facilities in the same condition as when the lessee rented them (b) and understands that Granite Pointe shall not be liable for any damages whatsoever to persons or property resulting from fire, storms, theft etc. or any other loss arising from the use and or operation of any part of the hall or any other facilities. (c) to vacate the premises by no later than 2a.m. (d) the parking lot is for parking vehicles only and all vehicles are prohibited from all other areas of Granite Pointe. (e) to pay or reimburse Granite Pointe for any damage to grounds, buildings, golf carts or equipment caused by the lessee or the lessee's guests.

THE LESSEE, BY SIGNING BELOW, ACKNOWLEDGES THAT THE ABOVE CONDITIONS, RULES, POLICIES AND GUIDELINES HAVE BEEN READ BY THE LESSEE AND ARE AGREED TO AND FULLY UNDERSTOOD.

Signed this _____ day of _____ 19____ at the city of Nelson, in the province of British Columbia.

Signature

Witness

Name (please print)

CORPORATE FUNCTION SURVEY

Organization: _____, Contact: _____

Address: _____

1. Does your organization offer an annual summer outing for staff?

Yes _____ No _____

If yes, what does the outing entail and what is your participation rate?

If no, would you be interested in starting an annual summer outing?

Yes _____ No _____

2. Does your organization have a set budget for staff outings?

Yes _____ No _____

If yes, what is your budget per person?

\$5 - \$10 _____ \$10 - \$15 _____ \$15 - \$20 _____

\$20 - \$25 _____ \$25 - \$30 _____ \$30 + _____

3. How many employees are currently working in your organization?

_____ employees

4. Would your staff be interested in a golf outing?

Yes _____ No _____

5. Are guests or family members invited to attend outings?

Yes _____ No _____

6. What would be your ideal day to hold an outing?

Monday _____ Tuesday _____ Wednesday _____

Thursday _____ Friday _____ Weekend _____

7. How far is your organization willing to travel for an outing?

_____ minutes _____ Km

8. Have you ever held an outing at Granite Point Golf Club?

Yes _____ No _____

If yes, what did you like or dislike during the day?

9. Would your organization be interested in having a tournament package sent to you?

Yes _____ No _____

CORPORATE FUNCTION SURVEY

Organization: KOOTENAY BOUNDARY COMMUNITY HEALTH SERVICES SOCIETY, Contact: DONNA STRONGBMAN
Address: 2-333 VICTORIA ST

1. Does your organization offer an annual summer outing for staff?

Yes _____ No ☒

If yes, what does the outing entail and what is your participation rate?

If no, would you be interested in starting an annual summer outing?

Yes _____ No _____

2. Does your organization have a set budget for staff outings?

Yes _____ No ☒

If yes, what is your budget per person? N/A

\$5 - \$10 _____ \$10 - \$15 _____ \$15 - \$20 _____
\$20 - \$25 _____ \$25 - \$30 _____ \$30 + _____

3. How many employees are currently working in your organization?

38 employees

4. Would your staff be interested in a golf outing? Maybe!

Yes _____ No _____

5. Are guests or family members invited to attend outings?

Yes ☒ No _____

6. What would be your ideal day to hold an outing?

Monday _____ Tuesday _____ Wednesday _____
Thursday _____ Friday _____ Weekend ☒

7. How far is your organization willing to travel for an outing?

_____ minutes _____ Km not known

8. Have you ever held an outing at Granite Point Golf Club?

Yes _____ No ☒

If yes, what did you like or dislike during the day?

9. Would your organization be interested in having a tournament package sent to you?

Yes ☒ No _____

CORPORATE FUNCTION SURVEY

Organization: Nelson + District Credit Union Contact: Virginia Makaroff
Address: 501 Vernon St. Nelson. BC V1L 4E9

1. Does your organization offer an annual summer outing for staff?

Yes ☒

No ☐

If yes, what does the outing entail and what is your participation rate?

Staff, Spouses + Children BBQ.

75 % participation

If no, would you be interested in starting an annual summer outing?

Yes ☐

No ☐

2. Does your organization have a set budget for staff outings?

Yes ☐

No ☒

If yes, what is your budget per person?

\$5 - \$10 ☐

\$10 - \$15 ☐

\$15 - \$20 ☐

\$20 - \$25 ☐

\$25 - \$30 ☐

\$30 + ☐

3. How many employees are currently working in your organization?

60 employees

4. Would your staff be interested in a golf outing?

Yes ☐

No ☐ possibly

5. Are guests or family members invited to attend outings?

Yes ☒

No ☐

6. What would be your ideal day to hold an outing?

Monday ☐

Tuesday ☐

Wednesday ☐

Thursday ☐

Friday ☐

Weekend ☒

7. How far is your organization willing to travel for an outing?

30. minutes

☐ Km

8. Have you ever held an outing at Granite Point Golf Club?

Yes ☐

No ☒

If yes, what did you like or dislike during the day?

9. Would your organization be interested in having a tournament package sent to you?

Yes ☒

No ☐

CORPORATE FUNCTION SURVEY

Organization: Nelson + Dist. Recreation Office, Contact: Ann Wood

Address: 719 Vernon St. Nelson BC

1. Does your organization offer an annual summer outing for staff?

Yes ☐

No ☒

If yes, what does the outing entail and what is your participation rate?

If no, would you be interested in starting an annual summer outing?

Yes ☒

No ☐

2. Does your organization have a set budget for staff outings?

Yes ☐

No ☒

If yes, what is your budget per person?

\$5 - \$10 ☐

\$10 - \$15 ☐

\$15 - \$20 ☐

\$20 - \$25 ☐

\$25 - \$30 ☐

\$30 + ☐

3. How many employees are currently working in your organization?

3 employees

4. Would your staff be interested in a golf outing?

Yes ☐

No ☒

5. Are guests or family members invited to attend outings?

Yes ☒

No ☐

6. What would be your ideal day to hold an outing?

Monday ☐

Tuesday ☐

Wednesday ☐

Thursday ☐

Friday ☐

Weekend ☒

7. How far is your organization willing to travel for an outing?

30 minutes

30 Km

8. Have you ever held an outing at Granite Point Golf Club?

Yes ☐

No ☒

If yes, what did you like or dislike during the day?

9. Would your organization be interested in having a tournament package sent to you?

Yes ☐

No ☒

CORPORATE FUNCTION SURVEY

Organization: _____, Contact: _____

Address: _____

1. Does your organization offer an annual summer outing for staff?

Yes _____

No X

If yes, what does the outing entail and what is your participation rate?

If no, would you be interested in starting an annual summer outing?

Yes _____

No X

2. Does your organization have a set budget for staff outings?

Yes X

No Y

If yes, what is your budget per person?

\$5 - \$10 _____

\$10 - \$15 _____

\$15 - \$20 _____

\$20 - \$25 _____

\$25 - \$30 _____

\$30 + _____

3. How many employees are currently working in your organization?

4 employees

4. Would your staff be interested in a golf outing?

Yes _____

No X

5. Are guests or family members invited to attend outings?

Yes _____

No X

6. What would be your ideal day to hold an outing?

Monday _____

Tuesday _____

Wednesday _____

Thursday _____

Friday _____

Weekend X

7. How far is your organization willing to travel for an outing?

10 minutes

10 Km

8. Have you ever held an outing at Granite Point Golf Club?

Yes _____

No X

If yes, what did you like or dislike during the day?

9. Would your organization be interested in having a tournament package sent to you?

Yes X

No _____

CORPORATE FUNCTION SURVEY

Organization: City of Nelson, Contact: Darcy Gould
Address: 502 Vernon St, Nelson VIC 4E8

1. Does your organization offer an annual summer outing for staff?

Yes ☒ No ☐

If yes, what does the outing entail and what is your participation rate?

GOLF TOURNAMENT (UNOFFICIAL)
25-30% (usually 40-50 people)

If no, would you be interested in starting an annual summer outing?

Yes ☐ No ☐

2. Does your organization have a set budget for staff outings?

Yes ☐ No ☒

If yes, what is your budget per person?

\$5 - \$10 ☐ \$10 - \$15 ☐ \$15 - \$20 ☐
\$20 - \$25 ☐ \$25 - \$30 ☐ \$30 + ☐

3. How many employees are currently working in your organization?

150 employees

4. Would your staff be interested in a golf outing?

Yes ☒ No ☐

5. Are guests or family members invited to attend outings?

Yes ☒ No ☐

6. What would be your ideal day to hold an outing?

Monday ☐ Tuesday ☐ Wednesday ☐
Thursday ☐ Friday ☐ Weekend ☒

7. How far is your organization willing to travel for an outing?

30 minutes ☐ Km ☐

8. Have you ever held an outing at Granite Point Golf Club?

Yes ☒ No ☐

If yes, what did you like or dislike during the day?

start time - a little late in day
otherwise good all around.

9. Would your organization be interested in having a tournament package sent to you?

Yes ☒ No ☐

CORPORATE FUNCTION SURVEY

Organization: MINISTRY TRANS. & HOPS, Contact: HOWDY FREDERIKSEN

Address: 310 WARD ST. NELSON, BC. V1L 5S4.

1. Does your organization offer an annual summer outing for staff?

Yes ☒ No ☐

If yes, what does the outing entail and what is your participation rate?

GOLF TOURNAMENT

If no, would you be interested in starting an annual summer outing?

Yes ☐ No ☐

2. Does your organization have a set budget for staff outings?

Yes ☐ No ☐

If yes, what is your budget per person?

\$5 - \$10 ☐ \$10 - \$15 ☐ \$15 - \$20 ☐

\$20 - \$25 ☐ \$25 - \$30 ☐ \$30 + ☒

3. How many employees are currently working in your organization?

250 employees USUALLY 60-80 FOR GOLF.

4. Would your staff be interested in a golf outing?

Yes ☒ No ☐

5. Are guests or family members invited to attend outings?

Yes ☒ No ☐

6. What would be your ideal day to hold an outing?

Monday ☐ Tuesday ☐ Wednesday ☐
Thursday ☐ Friday ☐ Weekend ☒

7. How far is your organization willing to travel for an outing?

30-60 minutes 40-80 Km

8. Have you ever held an outing at Granite Point Golf Club?

Yes ☒ No ☐

If yes, what did you like or dislike during the day?

STEEP & HILLY COURSE - DISLIKE

BLINDLY YEARS AGO, NOT SURE OF LIKES & DISLIKES -

9. Would your organization be interested in having a tournament package sent to you?

Yes ☒ No ☐

CORPORATE FUNCTION SURVEY

Organization: CROWN COUNSEL, Contact: JOANNE

Address: 310 WARD ST.

1. Does your organization offer an annual summer outing for staff?

Yes ☐

No ☒

If yes, what does the outing entail and what is your participation rate?

If no, would you be interested in starting an annual summer outing?

Yes ☐

No ☒

2. Does your organization have a set budget for staff outings?

Yes ☐

No ☒

If yes, what is your budget per person?

\$5 - \$10 ☐

\$10 - \$15 ☐

\$15 - \$20 ☐

\$20 - \$25 ☐

\$25 - \$30 ☐

\$30 + ☐

3. How many employees are currently working in your organization?

8 employees

4. Would your staff be interested in a golf outing?

Yes ☐

No ☐

5. Are guests or family members invited to attend outings?

Yes ☐

No ☐

6. What would be your ideal day to hold an outing?

Monday ☐

Tuesday ☐

Wednesday ☐

Thursday ☐

Friday ☐

Weekend ☒

7. How far is your organization willing to travel for an outing?

☐ minutes

☐ Km

8. Have you ever held an outing at Granite Point Golf Club?

Yes ☐

No ☒

If yes, what did you like or dislike during the day?

9. Would your organization be interested in having a tournament package sent to you?

Yes ☐

No ☒

CORPORATE FUNCTION SURVEY

Organization: Ministry for Children and Families Contact: _____

Address: 310 Ward St Nelson BC V1L 5S4

1. Does your organization offer an annual summer outing for staff?

Yes _____

No ☒

If yes, what does the outing entail and what is your participation rate?

If no, would you be interested in starting an annual summer outing?

Yes ☒

No _____

2. Does your organization have a set budget for staff outings?

Yes _____

No ☒

If yes, what is your budget per person?

\$5 - \$10 _____

\$10 - \$15 _____

\$15 - \$20 _____

\$20 - \$25 _____

\$25 - \$30 _____

\$30 + _____

3. How many employees are currently working in your organization?

12 employees

4. Would your staff be interested in a golf outing?

Yes ☒

No _____

5. Are guests or family members invited to attend outings?

Yes ☒

No _____

6. What would be your ideal day to hold an outing?

Monday _____

Tuesday _____

Wednesday _____

Thursday _____

Friday _____

Weekend ☒

7. How far is your organization willing to travel for an outing?

30 minutes

_____ Km

8. Have you ever held an outing at Granite Point Golf Club?

Yes _____

No ☒

If yes, what did you like or dislike during the day?

9. Would your organization be interested in having a tournament package sent to you?

Yes _____

No ☒

CORPORATE FUNCTION SURVEY

Organization: _____, Contact: _____

Address: _____

1. Does your organization offer an annual summer outing for staff?

Yes _____

No ☒

If yes, what does the outing entail and what is your participation rate?

If no, would you be interested in starting an annual summer outing?

Yes _____

No ☒

2. Does your organization have a set budget for staff outings?

Yes _____

No ☒

If yes, what is your budget per person?

\$5 - \$10 _____

\$10 - \$15 _____

\$15 - \$20 _____

\$20 - \$25 _____

\$25 - \$30 _____

\$30 + _____

3. How many employees are currently working in your organization?

2 employees

4. Would your staff be interested in a golf outing?

Yes _____

No ☒

5. Are guests or family members invited to attend outings?

Yes _____

No ☒

6. What would be your ideal day to hold an outing?

Monday _____

Tuesday _____

Wednesday _____

Thursday _____

Friday _____

Weekend _____

7. How far is your organization willing to travel for an outing?

_____ minutes

_____ Km

8. Have you ever held an outing at Granite Point Golf Club?

Yes _____

No ☒

If yes, what did you like or dislike during the day?

9. Would your organization be interested in having a tournament package sent to you?

Yes _____

No ☒

GRANITE POINTE GOLF CLUB SPECIAL EVENTS

1. **Murder mystery nights:** Hosting a murder mystery night is a great way to get potential members in to see the club. A great way to increase food and beverage sales by including dinner and one drink to the price of the event.
2. **Casino nights:** This could be done as a charity event to get people into your establishment or could be done specifically for Granite Pointe Golf Course to generate enough money to cover the cost of this years taxes. Prizes would have to be donated to the lucky individuals with the most winnings at the end of the night. These events are a great source for beverage sales.
3. **Horse race golf tournament:** Teams or individuals tee off in a huge group and depending on the number of participants a predetermined number of groups or individuals are eliminated each hole. Very fun social event but must be done during a slow time, as there are a lot of people on the course creating noise.
4. **Annual City of Nelson golf tournament:** This will give the lucky winner bragging rights as the best golfer in the city for the whole year. This can be done as a match play or metal play event. Participants must be residents of Nelson.
5. **Longest day of golf or marathon day:** Usually involves the head pro and three other participants (members). This is an event that can improve the golf courses image in the neighborhood. Player's canvas for a charity of their choice and the amount of money donated is tied into the number of holes that the group completes.
6. **Beat the pro:** This event is established to create a competitive environment throughout the club. This event can also be tied in with the golf shop. If the pro is beaten, the lucky participant wins a prize or a discount in the golf shop on top of bragging rights.

GRANITE POINTE GOLF CLUB SPECIAL EVENTS

7. **Par 3 day:** The whole course is set up as a par 3 course by setting tee blocks up in the fairways. This is a great social event, which ties into food and beverage sales as participants will more than likely come into the clubhouse after the event to talk about their near perfect shots.
8. **Theme night dinners:** These events can be set up as a buffet or by having the kitchen staff actually out on the floor with the members/guests cooking whatever it is they want right in front of them. This is a great social event that when done professionally will be successful.
9. **Dinner/Dance:** A great social event that brings all the members together in a formal setting. This can increase member morale or spirit for the club while increasing food and beverage sales.
10. **Night golf tournament:** Great way to spruce up social spirit within the club.
11. **Member/Guest Tournament:** One of the most prestigious tournaments that a club can host each year. This tournament is set up to increase the membership base. No expense is spared here, as this event will be basis on which that potential new member will perceive the golf club.
12. **Charity Golf tournament:** This would generate revenue while improving the clubs image in the neighborhood. The way that the club is perceived in its area does not only effect the membership base but the hiring process, social activities (theme nights) and banquet/functions bookings.
13. **Golf clinics with city schools:** Invite city schools to bring their kids up for a gym class or fun day to introduce them to the game. Reduced green fees can be established and tee times in the slow periods can be filled. A quick clinic with lessons and etiquette seminars on the practice range can be an effective way to attract some of these kids to join your club. **Don't forget: if you get juniors to join your club you will have a better opportunity to get their parents to join as the parents will now have a way to spend quality time with their child.**

GRANITE POINTE GOLF CLUB SPECIAL EVENTS

14. **Sporting events:** Hockey Night in Canada and pay-per-view events (boxing) can be used to increase food and beverage sales and social morale within the club.
15. **Holiday tournaments:** Father/son, Mother/daughter on such days as Father's day and Mother's day
16. **Holiday brunches:** Mother's day brunch, Father's day brunch and Valentines Day dinner. This is a great way to increase food and beverage sales.

Conclusion

The intent of this package is to provide the Granite Point Golf Club with the necessary information needed to operate within the community of Nelson. A significant goal of any golf course is to have a good community image. To accomplish this we have suggested working with and hosting charitable events within the community. After surveying different businesses in Nelson, and researching numerous courses in British Columbia and Alberta, a corporate tournament package was assembled. The corporate tournament package that we have produced is a guideline for the Granite Pointe Golf Club to follow and adjust according to the changing needs of its clientele. A special event's list was also compiled from information obtained from other courses. These events have historically proven to be successful with other through increased membership involvement and participation. Special events also provide excellent marketing tools when attempting to attract public green fee players. In the end, these marketing tools will benefit the golf course and ultimately the community as a whole.

CORPORATE FUNCTION SURVEY

Organization: _____, Contact: _____

Address: _____

1. Does your organization offer an annual summer outing for staff?

Yes _____ No _____

If yes, what does the outing entail and what is your participation rate?

If no, would you be interested in starting an annual summer outing?

Yes _____ No _____

2. Does your organization have a set budget for staff outings?

Yes _____ No _____

If yes, what is your budget per person?

\$5 - \$10 _____ \$10 - \$15 _____ \$15 - \$20 _____
\$20 - \$25 _____ \$25 - \$30 _____ \$30 + _____

3. How many employees are currently working in your organization?

_____ employees

4. Would your staff be interested in a golf outing?

Yes _____ No _____

5. Are guests or family members invited to attend outings?

Yes _____ No _____

6. What would be your ideal day to hold an outing?

Monday _____ Tuesday _____ Wednesday _____
Thursday _____ Friday _____ Weekend _____

7. How far is your organization willing to travel for an outing?

_____ minutes _____ Km

8. Have you ever held an outing at Granite Point Golf Club?

Yes _____ No _____

If yes, what did you like or dislike during the day?

9. Would your organization be interested in having a tournament package sent to you?

Yes _____ No _____

Golf 257
Golf 257
Club/Resort Strategic
Marketing

Submitted to: Steve Bareham

Submitted to: Steve Bareham

Submitted By: Brett Kingshott

Submitted By: Brett Kingshott

Todd Barschel

Rick Breton
Rick Breton

INTRODUCTION

The Marketing Plan Project we received as part of Golf 257 – Golf Club/Resort Strategic Marketing course at Selkirk College was to offer “real world” study, devising various marketing objectives and translating those objectives into practical strategies and marketing tactics for Granite Pointe Golf Club.

The sources we were given to devise various marketing objectives for included the Clubhouse, Pro Shop, and golf club rental program. The fact Granite Pointe has yet to erect a new clubhouse enabled for us to offer construction suggestions. We will include ideas to make the clubhouse a more user-friendly operation, thus giving the patrons a more pleasant visit. We'd like to show how the club, while benefiting both parties could use Selkirk College more effectively. We will illustrate how the club could become more community involved and how to increase revenue in the off-season.

Through effective buying plans, proper merchandising, and attention to detail when dealing with any type of tournament whether in-house or corporate, the Pro Shop's image and proper operation is critical to the success of Granite Pointe.

Though the rental club operation may seem small, we can suggest ways to get a better return on the investment. We will show you how you can co-op with the local schools and increase awareness of the game of golf. This can lead to a very proactive and improved junior program and a sense of community responsibility.

The market analysis for Granite Pointe's Golf Club's markets varies slightly with regard to their normal targets. We have to include everyone who is able to visit the facility, not just the golfers. With increased junior involvement, numerous community events, and increased awareness we have to include the entire West Kootenay and population as our target market; City of Nelson, with its population hovering around 10,000, being our strongest market. Golf participation rates in the area are not exceedingly high, however, offering more than just golf can result in stronger usage. There is also the vacationer and businessperson coming into the area who has to be considered.

THE CLUBHOUSE

Before we discuss where we want to go with the clubhouse, it is important to have direction and a focus on for the club and where it wants to situate itself. A clearly defined Mission Statement is critical. The Mission Statement will be a constant reminder of where Granite Pointe wants to be positioned. It will provide goals for the Board of Directors, Management, and the staff, with regards to the product it is providing, the service levels expected by the user, and the type and size of new clubhouse being built. It will lend focus to the public's perception and community involvement by the club. And, maybe most importantly, the Mission Statement defines where Granite Pointe wants to be in the future.

One area where we feel there's been a lack of partnership with Selkirk College. The Golf Club Management and Operations program at Selkirk College is unique in the industry and greatly underused at Granite Pointe. The program is one of few offered in Canada, and has placed graduates in management positions around the globe in the golf industry. The students in the golf program are a great source of ideas and manpower, and are obviously interested in the field or they would not be in Nelson. The students are hungry for practical experience and would enjoy a venue to apply the knowledge and skills learned in their teachings at Selkirk. Some details on the subject matter that could be put to use at Granite Pointe Golf Club are:

- Golf Course Maintenance – assist in topdressing and winterization of the course, help in setting up preventative maintenance programs for all of the equipment, racking of bunkers, etc.
- Tournament and Event Planning – assist in the proper running of any tournament, attention to detail in offering the total golfing experience.
- Food and Beverage – there are several possibilities in this area. Bartending and serving as part of the curriculum could be completed at Granite Pointe. Cost controls and systems implementation by the students. Assistance in menu design and development for both food and alcohol.
- Marketing – expand from what we are doing with this project and utilize different marketing ideas throughout the year. The writing of surveys for your users. Information gathering for different marketing analysis.

- Marketing – expand from what we are doing with this project and utilize different marketing ideas throughout the year. The writing of surveys for your users. Information gathering for different marketing analysis.
- Business Communication – institute formal internal and external communication projects for the club. Set standards for letters, memos, and answering the phones, etc.
- Ancillary Facilities – check on the feasibility of different ancillary facilities. Assist with the operation of the existing ancillary facilities.
- Golf Facilities Maintenance – setting up of preventative maintenance programs for all of the club's maintenance systems.
- Corporate Planning – assist with the bookkeeping for Granite Pointe, as well as advice on promising investment opportunities.
- Golf Club Budgeting – prepare budgets for the various departments, as well as capital budgets on the replacement schedule of any assets.
- Computer Application for Golf – getting the most out of the current P.O.S. system, properly completing any golf bookings.
- Risk Management – assessing the current layout of the club and course and developing solutions to minimize the risks.
- Golf Shop Operations – assist with Pro Shop operations.

The partnership between Granite Pointe and Selkirk College would offer many benefits. The club could receive free labor in almost every aspect of its operation while providing a practical workplace for the students. Granite Pointe would be informed and updated on a continual basis about the constant changes in the golf industry. The enthusiasm in the service provided for the guests would be evident through the professionalism of the golf students. All the above creates a stronger image and a more professionally run operation.

The partnership can extend beyond the golf program and take advantage of the other programs offered at Selkirk College. Granite Pointe the Cooking program and provide practical experience in the real world. The entire tourism department has to complete certain hours of hospitality service that could take place at Granite Pointe. Various other programs such as electrical, woodworking, HVAC, mechanical, etc. could all play some role at Granite Pointe.

When discussing the possible partnership between Granite Pointe and Selkirk College, it would be an oversight not to include some structural changes to accommodate the students. The need for retractable walls to create classrooms is recommended. The club could also use the rooms for various meetings that it could host. This would be a minimal cost in the rebuilding of the clubhouse, but again would enhance its image by being so closely related to the College.

Still in tying with the College, Granite Pointe could achieve all season revenue and increase the utilization of the club by becoming the College Pub in the operation's off-season. Majority of the courses runs through the winter months and by becoming the school's outlet, could get a large chunk of the business that the students provide. Installing a fireplace, lounge seating, and a cozy atmosphere would not only provide a relaxing place for a cocktail in the winter, but also a nice environment for golfers in the golf season. With the labor being provided by the college students, a reduction in the price of alcohol will not only entice students but also still result in a desirable profit level on the products being offered.

Another area for further development is more aggressively pursuing all-year functions. Getting in touch with the corporate world and assisting with Christmas parties and corporate functions should be a priority. The new facility could also accommodate weddings. Different theme nights offered to the membership and public could stimulate more interest and get the community involved.

The biggest challenge when developing a new clubhouse is staying focused and understanding needs before building. Since Granite Pointe has yet to start construction, our hope is that a few of our ideas be incorporated into the final design. We feel affiliating itself with the college could forge a strong community image. There are many benefits a specialized program could offer and having this type of program in your own backyard should be utilized to the fullest.

PRO SHOP FACILITIES

In order for a golf club to be successful, the pro shop facility must be able to service customers effectively, and at the same time offer products that are appealing to them. This goal can be met if the pro shop participates in effective buying plans, proper merchandising, and uses modern fixtures and pro shop design. With the fire that burned down the clubhouse facility, management at Granite can now focus its attention towards utilizing these steps to create a profitable and service orientated pro shop.

BUYING PLANS

Effective buying plans allow management the opportunity to identify customer needs and market to these needs with proper merchandise that will keep customers coming back. Successful golf operations work very hard establishing what their market is and what their market wants. Establishing the needs of your market can be done in several different ways. The pro shop staff is one of the best marketing tools that a golf operation has. Using it to uncover the needs of member and green fee players is a strategy that should not be overlooked. The buying plan should have products that reflect the attitudes and lifestyles of the membership. If the membership is a meat and potatoes type of market, it is the responsibility of management not to carry products that appeal to the wine and truffles market. Usually, the pro shop staff is in tune with the pulse of the membership, and is able to make suggestions that help in customer buying decisions. The importance of the pro shop staff is that it will keep management informed about the members and influences what items are sold. The pro shop staff must be involved in buying plan decision because they are on the front line, and understand what makes the members' happy.

The pro shop staff also plays an important role in distinguishing the types of green fee players who are utilizing the club. Granite Pointe should be asking pro shop staff to take a proactive role by asking guests questions like: "Where are you from?" "What other courses have you played in the area?" This will help uncover what type of green fee player Granite Pointe attracts. A small survey after the round could also help identify other details like income

levels and marital status. The results from these questions and surveys can be used to establish a buying plan that will hinge on the social-economic mix of the average guest. Just like buying decisions made with regards to the membership, management has the responsibility to offer products that are in line with the established market. If the majority of guests who play Granite Pointe are from above average income bracket, then it is not out of the question to stock Ashworth and Cross Creek apparel. On the other hand, if guests are from a moderate-income bracket, more modest types of golf apparel should be chosen. With participation of the pro shop staff in establishing guests' demographics, effective and profitable buying plans can be formulated.

Membership surveys is another way of uncovering the needs of Granite Pointe members. Before decisions on what merchandise should be sold in the pro shop, management should develop a survey that will enable members to voice their concerns and offer solutions to these problems. In order for the survey to be effective it must ask questions that make participants feel that their opinions are respected, and that the results of the survey will be carried out. Management can use survey results to determine a buying plan that will cater to the needs of the membership.

MERCHANDISING

The marketing benefit of effective merchandising is often overlooked. Ineffective merchandising becomes an eye sore and leads to the impression that the club does not care. It looks sloppy and leads to loss of sales due to lack of organization. Effective merchandising leads to increased sales through eye pleasing and impulse buying displays. It increases the aesthetics of your shop and creates a customer friendly atmosphere. The new clubhouse will give Granite Pointe management the chance to capitalize on this area. In order for sales to increase the pro shop must be given more floor space. This will enable the pro shop to increase the amount of merchandise carried, and give them more room to display these items. Pleasant looking, well thought out displays, lead to impulse buys and increased customer service. Granite Pointe should promote effective merchandising to the staff by offering bonuses and perks for those displays that are the most successful. Increasing the inventory will also enable the pro

shop to experience improved sales. Offering clientele more variety allows them to choose which items suit them the best. Many times a large inventory leads to loss of dollars, but with established and effective purchasing plans in place, a larger inventory can be handled.

FIXTURES AND PRO SHOP DESIGN

The design and fixtures that are incorporated in a pro shop operation help to establish and maintain the shop's market niche. Before the clubhouse burned down, the pro shop at Granite was too small and the fixtures used did not complement the merchandise. The National Golf Foundation maintains that the pro shop should be at least three square feet per member. Granite Pointe should double the size of its pro shop, increasing it to 1230 square feet. In order for it to become an efficient operation, certain guidelines should be followed. The following list is another suggestion from the National Golf Foundation for considerations for pro shop design.

- Counter Area: 100 square feet
- Dressing Rooms (2): 32 square feet each
- Traffic Lanes: 384 square feet
- Merchandising: 384 square feet
- Office: 100 square feet

If Granite Pointe wants a shop that is competitive in today's marketplace these suggestions should be followed. It will enable the shop to have an adequate amount of room to carry the products that were established during the buying plan procedure.

Some other concerns that should be addressed to make the shop more customer friendly include location, steps to make it the ideal shop, and preconditions for efficiency. The following is a synopsis of the research findings of effective pro shops.

Location:

- The location of the golf shop should allow for ease of traffic flows at peak periods
- The shop location is critical for the efficiency of the entire operation
- The position of the shop should allow for maximum control of staff and customers

The ideal complex:

One person at control counter can see;

- All entrances
- 1st and 10th tee, 9th and 18th greens
- Putting Green, Driving Range, and Bag Drop

Preconditions for efficiency:

- The pro shop is not only a profit center but a critical aspect of image and service
- Avoid aesthetics at the expense service
- Involvement of the pro in pro shop design

Fixtures play an important role in the success of pro shop operation. Inappropriate fixtures can lead to a pro shop that looks unorganized. It can also create a poor service culture because of the lack of uniformity. Inferior fixtures can lead to damage merchandise because they do not provide adequate protection from the elements. Fixtures in the pro shop should include those needed for shoe sales, apparel sales, and club and ball sales. Effective fixtures complement merchandise items to make them more appealing to customers. Some key considerations when choosing fixtures include:

- Use fixtures from a manufacturer or suppliers
- Be aware of competitor displays
- Fixtures should be flexible
- Do not use elaborate fixtures to avoid clutter and overpowering the merchandise
- Avoid higher than eye level fixtures
- Floor fixtures should have open base for storage purposes

The three steps that were covered in pro shop marketing might not be the obvious ones, but their importance cannot be taken lightly. An efficient and well-organized pro shop helps to increase the club's profitability, and makes the golf experience more enjoyable for the customer. Buying plans can be used to increase the inventory turnover and customer satisfaction by stocking more products. Effective merchandising can expand sales because the products are visually appealing; thus impulse purchases will occur. If buying plans, merchandising, and fixtures and pro shop design are researched and implemented properly, Granite Pointe will experience profitability for years to come.

Rentals

In order for Granite Pointe to offer a complete golfing package, the Rental Program must be a quality service and initiate spin-off revenue. Spin off revenue can be generated by looking at who you are potential golfers, what is the level of golf clubs the club can afford to purchase to rent, where can you market to potential golfers who will be interested, and how will Granite Pointe benefit?

Who Are the Potential Clients for Granite Pointe?

Granite Pointe is the only golf course located within the City of Nelson, so it has the capability of attracting many locals through the developing golfers from the basics. The rental program would be an integral part of attracting new golfers by including all lesson programs with rental use available. The four market areas that Granite Pointe can successfully target: the local schools, beginners within the community, golf packages for tourist, and golf tournaments.

Granite Pointe and the local schools should become committed in developing young golfers by co-op purchasing of golf clubs. The schools can develop their gym class programs with the pro's involvement and teach the children the fundamentals of golf. This will introduce a whole new generation of golfers to Granite Pointe and it can lead into summer programs for children in the community to develop positive skills. Granite Pointe will develop a strong Jr. program because of the number of children reached within the community and they will receive praise for their involvement in the community.

Granite Pointe's second target group is a beginner golfer. Including two lessons with use of rental clubs can develop lesson packages, plus two nine-hole rounds pass. These lesson packages should be marketed to the whole family to get everyone participating. This will encourage participation within the community because they do not need to have their own set of clubs to try this new sport. This can also lead to future sales on clubs because if they will use the same clubs as you sell in the pro shop. Granite Pointe's most important goal is getting the people interested in becoming future members through their positive experience.

Granite Pointe must also use the rental clubs as key selling points to complete its total golf package. The rental program becomes part of the package when a tourist or business traveler does not bring his/her clubs but is encouraged to play because they know the rentals are available and of quality. Rental information should be included in the brochures of the course and in all advertising directed at the tourist market.

The last target group focuses on the marketing of tournament packages. The following special events all would include some rental of club to increase revenue:

- Cooperate Tournaments
- Inter – Club Tournaments
- Association Tournament
- Golf Club Rally
- Demo Days
- Family Days
- Member/Guest Tournaments
- Charity Events
- Junior and School Tournaments

All tournament packages will offer the use of rentals as part of the total package offered. This would take the stress off tournament organizers because they would be assured of a top quality service and product.

The recommended target markets are very obtainable for Granite Pointe and the next section will entail the buying plan for the golf club rental.

Buying Plan for Rental Clubs

Granite Pointe can develop the buying plan for the rentals now because they have an idea “who” to market. The purchase of the clubs should be done in relationship with the buying plan of the pro shop and the consideration of what level of club can the club afford. Also keeping in consideration the possibility of co-op purchases with the local schools.

Knowing the price restrains of Granite Pointe it is our recommendation to buy only one style of club and stick to it. Wilson clubs are a good example of a mid range price club that has the good reputation in the industry as a quality product. Using Wilson in both the pro shop and in rental will reduce the price due to incentive programs that company offers and Granite Pointe can use the name to promote their rental program.

How will Granite Pointe Benefit?

Granite Pointe will benefit with increased rental revenue, spin-off revenue and generating new interest in their facility because of people starting the game of golf. If Granite Pointe pursues the school involvement it will start to develop a loyalty from the children whom one day will be your future membership. The rental program is so important to get involvement of the community and the tourist market that were not planning on golf but though they could know take advantage of the course which is so close to the town.

Granite Pointe Marketing Strategies

G-257 Assignment

March 9, 1998

Prepared for Steve Bareham

**By Claudio Colli, Ernie Harbidge,
Bob Sauerwein, Danny Warwaruk,
and Darren Douma**

SUMMARY

Granite Pointe Golf Course is seeking a new financial direction. To assist, Golf Management Students at Selkirk College conducted a marketing analyses and made recommendations on various aspects of this golf course.

This report analyses green fees, play times, corporate memberships and regular memberships by delving into their past histories and uncovering potential areas for improvement in course management.

Granite Pointe could “re-invent” itself by improving on past performance and concentrating on taking an assertive marketing direction. This report contains several recommendations which can help Granite Pointe in its quest to be a highly viable club in the future.

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INTRODUCTION

On February 2, 1998 Bob Hall, a member of the Board of Directors at Granite Pointe Golf Course, visited the Golf Management Students at Selkirk College, to explain how the course is seeking a new financial direction. Mr. Hall challenged the Golf Management Students to do a marketing analysis, plan and make recommendations on how to increase revenue. The four areas that are covered in this report include green fees, play times, corporate membership and regular memberships.

A marketing plan should put the Club's philosophy into place step by step. To do this, find out who your market is, understand what their needs are, and direct your efforts toward insuring that their needs and expectations are met. The analysis and recommendations of this report are based on the nine P's of marketing:

- product
- partnership
- packaging
- programming
- price
- positioning
- place
- promotion
- people

By analyzing the historical data of green fees, play times, corporate membership and regular memberships, we were able to make several recommendations that may help the Granite Pointe Golf Club in its planning.

Green Fees

Marketing

Every golf club is concerned with green fee traffic and revenues. Obviously, Granite Pointe is also concerned with this important revenue-generating area. Therefore, the Board of Directors for Granite Pointe may address some important points. First of all, green fee historical data should be analyzed from previous years. For example, Granite Pointe must look at its green fee market. The question has to be asked whether green fees are being generated locally or from transient traffic. Secondly, green fee financial data should be analyzed from previous years. For example, the green fees were raised in 1996 to \$32.00. In 1995, they were only \$28.00. Therefore, looking at the historical data during this period of time might indicate a substantial decline in green fee traffic. The individuals who frequented Granite Pointe during green fee play may have been discouraged with a \$4.00 increase in a one-year span. By taking the time to investigate the historical data during this period, Granite Pointe may retrieve valuable information. After investing the time in reviewing data and retrieving valuable information, it's important to take advantage of the marketing opportunities that may present themselves. If the historical data indicates a severe decline in green fee traffic during the 1996 season, Granite Pointe may have a marketing opportunity. To take advantage of this opportunity, green fee traffic may need to be lowered in order to draw back green fee traffic. However, green fee traffic may be declining for other reasons. The point is to reiterate the importance of maintaining historical data and reviewing it periodically to find out exactly where problems and/or changes might be occurring.

More importantly, it is essential to investigate how the competition is marketing both internally and externally. Emphasis should be placed on:

Comparison-comparing yourself with your competitors, and thereby, focusing on their strengths and weaknesses.

Identification -of competitors unique selling points.

In regard to competitor comparison, attention on a competitor's strengths allows you to avoid wasting money competing with their strengths. More attention can be focused on their weaknesses, and the marketing opportunities that may present themselves for Granite Pointe. Again, with the competition, look at their Unique Selling Points (U.S.P.'s). Their U.S.P.'S are unique characteristics which Granite Pointe does not possess. Examining their U.S.P.'S will allow Granite Pointe to use creativity in developing its own.

The most important aspect of any business is service. In today's society, when it comes to making a buying decision, people are influenced more by service than price. People will often overlook the price of a product if they believe they are getting top notch service. Following is a quote from Granite Pointe's Pocket Pro:

"Head Pro, Randy Breen welcomes everyone to Granite Pointe. An extensively stocked Pro Shop and friendly courteous staff can help with any equipment needs. Our staff of C.P.G.A. professionals can arrange lessons, be it individual, group, or family packages. Granite Pointe offers all the amenities to tune up your game, driving range, practice pitching area and putting green. The clubhouse, one of the friendliest in the Kootenays provides cocktails and snacks in the lounge as well as full meals."

This quote describes the service offered by the physical facilities as well as service from staff. It is very important for the directors of Granite Pointe to critically analyze the quality of service provided by their club. Advertising excellent service is one thing, but actually providing it is another. People read about the great service provided by Granite Pointe, and take the time to visit for a round of golf. If any serious service breakdowns occur during their visit, those individuals who purchased the green fees might not be back for a second visit. Furthermore, the negative word of mouth will cause the club extra losses of green fee revenues. Therefore, all staff must be trained in customer service to ensure these situations are avoided. Thus, green fee traffic can be attracted to the club rather than deterred. It is also very important to note that training is only successful if staff is supervised continually after training. If this is accomplished, problems can be avoided, and quality service standards can be met.

Packaging is another great way of marketing green fees. There are numerous ways to packaging green fees. For instance, Nelson has many hotels, motels, and B & B's in the area. It's these businesses that look for ways to package their accommodations. Selling them green fees at a reduced rate will give Granite Pointe an opportunity to increase green fee revenue. Some of these businesses may not take advantage of these reduced green fee rates. Another way of getting them to promote the club is through an incentive program. This program is designed to offer the businesses free golf passes if a certain level of green fee players are sent to the club. This is accomplished by having the accommodation's business card stamped with the club's address. When their guests come to the course, they present the stamped business card. They could be given a slight discount, and the green fee purchase would be documented in a special file pertaining to the business that sent them. The club can then keep records to review the green fee traffic being drawn from the specific accommodations, and reward them accordingly. However, this incentive program can be adjusted to fit the needs of the club.

There are many other ways of packaging green fees at Granite Pointe. For instance, if Granite Pointe was generating a lot of golf lessons in the past, there may be an opportunity to package lessons and green fees. This may be especially true with the junior and ladies sector where golf has yet to really blossom. Once these beginners utilize the green fee/lessons package, they may be interested in a yearly membership.

Another important aspect to packaging is drawing people into other revenue producing areas of your club. One such area is the Food and Beverage Department. The club could package green fees and dinner specials. This kind of packaging would increase green fee revenue and F&B revenues. Furthermore, this kind of package could be used in promoting social nights at the club. For instance, Friday nights may be a slow period at the club. A mixed social night could be established to attract membership couples, and possibly beginning couples to come out for golf and dinner. A nominal fee could be collected from each couple to purchase fun prizes. A similar package could be established which could include a cart. This type of packaging supports the club professional as well as the club.

Again, the club should analyze historical data to pinpoint the slowest periods. It's during these periods that reducing green fees should be considered; for e.g., during periods of hot weather when the course is empty. Green fees could be reduced to \$24.00 at 4:00p.m., to entice players out at that time. Furthermore, if during the weekday evenings the course is empty, a twilight fee could be offered. This would allow players to get in as many holes as possible before dark for a green fee of \$14.00. Again, these examples can be adjusted to fit the needs of Granite Pointe.

Another suggestion for Granite Pointe is to promote green fees through packages with other clubs. There are many clubs within the Kootenays that might like to take advantage of such an opportunity with Granite Pointe. Many ardent golfers who visit the Kootenays plan on playing several courses throughout the area. If one of the courses they plan to visit has a package deal with another club in the area, they may decide to take advantage of it. In which case, Granite Pointe may have a great opportunity of marketing green fees with other clubs, providing the time is taken in contacting them.

Another question golfers may ask about Granite Pointe's green fees is whether or not they are all-day fees. People might make a buying decision based on whether or not they can get more than 18 holes out of the fees. So, if Granite Pointe hasn't advertised all-day fees in the past, they may want to consider it in the future.

Marketing green fees with the colleges located in the Nelson area offers another great opportunity. With the growing popularity of golf, college students want to get involved in golf, but the game must be made more affordable for them. Following this green fees section is a list of discounts offered to Selkirk College students. The rates that Granite Pointe offers on this discount list are not discounted at all. This also makes the game unaffordable to students and reduces potential traffic for additional green fee revenues. Therefore, establishing a student rate to draw this particular market to the club could increase green fee rounds. Also, with an excellent F & B department, this particular market will increase revenues in that area. When the college market comes out to play, dinner specials should be advertised to them. After a round of golf they will take advantage of the specials and, in turn, increase beverage sales.

It could also be advantageous for Granite Pointe to utilize the Golf Management Program that is offered at Selkirk College. The students coming into this program are from varied

backgrounds of the golf industry. Therefore, the students have gained industry experience prior to attending the golf program. As a suggestion, Granite Pointe could utilize these individuals at the club, performing job tasks in various departments. Instead of paying the students wages, they could be offered a certain amount of green fees. This relationship between the college and Granite Pointe would benefit both parties. If this relationship is cultivated, it would improve Granite Pointe's community image for working with the college and providing hands-on experience.

Many tournaments are held at courses in the Kootenays. Granite Pointe could take advantage of this by donating green fee passes as tournament prizes. The individuals who win these passes will most likely bring other golfers with them. Other green fees will be sold, and if their golfing experience is satisfying, they will return some other time. It's simply a means of attracting additional green fee traffic to the club in the future.

Advertisements can be placed in the local paper promoting the fact that Granite Pointe sells Green Fee Gift Certificates. This could be done during special holidays such as Easter, Christmas, Mothers' Day, and Fathers' Day. Additional advertising might include promoting discounts of "two for one" specials. It's a common fault of golf clubs to promote their clubs in only popular magazines. This is a good idea only if the club has a large advertising budget, because these magazine ads are expensive to run. In addition, if the local market cannot be attracted to your club, then it's futile advertising to the outside market. Common sense dictates promoting the club to the community, attracting them, and then, if it's feasible, attention can be spent to attract the outside market.

Granite Pointe has addressed some marketing ideas such as:

- ◆ Green fee promotions with Safeway
- ◆ 7 Green fees package (punch card)
- ◆ Dual green fee/corporate package

However, new and different ideas have to be created to increase traffic and revenue.

SELKIRK COLLEGE DISCOUNTS

1997-1998

MUST PRESENT STUDENT CARDS AT MOST PLACES!

NELSON AQUATIC CENTRE

\$2.25 Swim/Sauna/Steam room/Jacuzzi

\$2.50 Weights/Fitness

\$3.25 Full Facilities

CANADIAN INTERNATIONAL COLLEGE

\$2.00 weights (drop-in)

\$4.50/hour squash/racquetball

FREE USE OF GYMNASIUM-see schedule on bulletin board

ROYAL COURTS

FREE –compliments of your Student Council

AEROFIT FITNESS CENTRE

\$3.50 drop-in/ \$30.50 punch card (10 times)

\$40.00 one month pass/ \$94.50 three-month pass

SAVOY BOWLING LANES

\$2.50/ game (shoe rental extra)

GRANITE POINTE GOLF CLUB

\$32.00 18 holes / \$18.00 9 holes

\$300.00 seasons pass (full-time student) PRORATED

(Check Canada Safeway for further discounts)

CAPITAL THEATRE

Student rates at most events

CIVIC THEATRE

Student rates

Playing Times

This portion of the analysis of Granite Pointe Golf Club's current situation has to do with the availability of playing times on the course.

Management and marketing of tee times at a golf course is an integral part in the success or failure of the operation. If a club gives an illusion of inaccessibility or does not appeal to the customer for reasons of "value for the dollar" it can lead to a negative impact in terms of finance and image.

Analysis of the current situation regarding busy periods at Granite Pointe reveals the following information:

- The golf course is slow Monday, Tuesday, Wednesday, and Friday from 11 a.m. to 3 p.m.
- Thursday is men's night and is usually packed solid from 11 a.m. to 7 p.m.
- Tuesday is ladies day, but is not too busy.
- Saturday and Sunday evenings are slow (from 6 p.m. on).
- Saturday and Sunday mornings, as well as Thursday, are the peak playing times.

Granite Pointe has revealed to us that the focal point of their advertising campaign is to increase membership. The goal of the club is to add 100 new members to its roster. Listed below are suggestions which may help Granite Pointe bring in more revenue simply by being creative and adding more appeal to tee times.

1. **Twilight Golf**
2. **Evening Specials**
3. **After 3 o'clock Memberships**
4. **Second Round Rates**
5. **After 3 o'clock Green Fee**
6. **Working with local schools and youth groups**

As mentioned previously, business on weekend mornings and all day Thursday is the strength of the club - this is when Granite Pointe is the busiest. Areas needing improvement are from 11 o'clock onward on Monday, Tuesday, Wednesday, Friday and the weekends. Therefore, Granite Pointe should concentrate on offering something that will bring people out in the evenings, or give the morning players incentive to remain and play more golf.

Twilight Golf

Twilight golf is used widely throughout the industry and it does a fantastic job of bringing in golfers during the slow periods at the end of the day. The basic premise is that there is a set fee at this time and the golfer is invited to play as many holes as he/she can before it gets dark. This appeals to:

- The family golfers who like to go out on their own without fear of embarrassment.
- Core golfers who like to practice when the course is not too busy.
- Players who simply do not have time to play in the peak period of the day
- Golfers who cannot afford the premium rates in prime time.

An example that the club could adopt would be to have twilight from 6 o'clock in the evening until dark, charging \$14.00. Power carts would still be available at regular cost. Juniors, who will likely turn out often, would play for \$ 7.00.

An advantage of adopting this strategy is that it generates spin off revenue in the form of food and beverage sales. It also gives the club a good community image by offering a price break to juniors and are encouraging junior golf development. Finally, the junior program would be strengthened as golfers are brought in who previously may not have been able to afford to play at the club.

Evening Specials

This concept has the same premise as the twilight golf, except that it specifies the number of holes one can play and includes a meal afterward. This not only gets golfers out on the golf course, but also encourages them to stay for a while in the clubhouse and spend money on food and beverage.

An example for this approach is nine holes of golf, half a power cart, and a steak sandwich (or equivalent meal value) for \$ 25.00. Golfers showing up by themselves should be permitted to take a cart by themselves without having to pay for the other half of the cart.

Upon check-in, the pro shop clerk administers a voucher or coupon to the golfer who is purchasing the special. After the round, the golfer presents the voucher to a server in the lounge to get his/her meal. This offer has proven to be extremely effective when utilized in the early and late sections of the golf season.

After 3 o'clock Memberships

Granite Pointe charges \$750 a year for membership dues. A possible source of revenue is to charge \$500 for an after 3 o'clock membership that will entitle the holder to play golf everyday after 3 o'clock.

The purpose of this is to:

- Bring in golfers who work during the day and have no other time to play rather than the late afternoon to evening.
- Generate revenue in the slow period of the day and generates spin off food and beverage revenue.
- Appeal to the price conscious customer who would like to play golf at Granite Pointe, but can't afford to purchase a full membership.

This offer could attract more golfers, and thus more potential members.

Second Round Rates

Granite Pointe currently charges \$32.00 for a prime time green fee. The course should also have a second round rate for golfers who want to play 36 holes. This fee should be in the range of \$20.00.

The purpose of having this rate is to persuade golfers to stay at the club all day. With a second round being played, the golfers will likely be hungry and thirsty and thus come into the clubhouse after the round is completed to spend money on food and beverage. The second round rate also gives the perception of value to the golfers, as well as keeping the course looking full. The rate should be posted visibly in the Pro Shop so that maximum exposure can be obtained and all golfers checking in are aware of it.

After 3 o'clock Green Fee

The purpose of the after 3 o'clock green fee is to appeal to golfers who cannot get a tee time in the morning due to tournaments, member bookings, or other reasons. This compensates the golfer for the fact that he/she will be playing in the hottest part of the day (summer), which can be uncomfortable, and to the golfers who will be finishing their round in limited daylight (off-season). This price break could also appeal to players who cannot get free time in the mornings, or who simply prefer to play later in the day, away from the 'serious golfer' atmosphere. The price break also has a positive, soothing effect

on golfers who may have previously been frustrated that they still had to pay full price, but did not get to play in 'prime time' spots. The reduced rate is also more inviting to the price-conscious consumer.

Working with local schools and youth groups

Another tactic that Granite Pointe could adopt is to work with the local schools and youth organizations to get them interested in the game of golf. The club could approach schools and offer them the use of the golf course and driving range for a section in the students' physical education class. The students could be introduced to the game in a positive learning environment and be taught how to play the game properly. Similarly, the youth groups could be contacted and informed of the club's willingness to have them there.

The first time a person is introduced to the game of golf has proven to be influential in that person's decision to take up the sport. If Granite Pointe is successful in selling the game of golf to these junior players, it will not only benefit the club but also the future of the game of golf. Additionally, there is a great chance that if the juniors have fun and like the sport, they will return often to the golf course to play and thus become a source of marketing for the club when they tell their friends and relatives of the great time they had.

The reasoning for implementing these new ideas is to bring more golfers to Granite Pointe. With more people playing the course, the chances of more memberships being sold are increased dramatically. It is highly likely that the golfers who come to play at the golf course will appreciate how the club acknowledges their financial situation or leisure time restraints and spread the word to their friends.

If the golf course succeeds in offering a good golf experience, fine food and beverage, and warm service, the chances of success become even greater. Golfers will remember the good times they had at the club, and will wish to become members. In this fashion, Granite Pointe will be on its way to obtaining its goal of more memberships, and thus happier members and a positive community image will be attained.

Corporate Sales Concepts

In corporate sales we will analyze all aspects related to the two plans proposed by Granite Pointe and two new concepts that we believe should be adopted.

Plan 1

In Plan one Granite Pointe has stated that it recognizes the desire to attract businesses to participate at the club, however, the value of the savings has not been given enough attention. Let us demonstrate our point:

4 players	\$2700.00	Savings of: \$300.00
5 players	\$3350.00	Savings of: \$400.00
6 players	\$4000.00	Savings of: \$500.00
7 players	\$4600.00	Savings of: \$650.00
8 players	\$5200.00	Savings of: \$800.00
9 players	\$5750.00	Savings of: \$1000.00
10 players	\$6300.00	Savings of: \$1200.00

This looks as if you are giving a fairly good savings discount; it is however a falsehood that most business people will recognize. As golfers, we know that if a member does not book a green fee it will be sold as revenue, simple. The business people know this and realize that their staff will only play once in awhile, therefore there is no value perceived. They will also analyze the entire savings platform and realize that it only translates into about an average savings of \$95.00 per head, or three green fees per player. This then allows the purchaser to realize that it might be cheaper to simply pay the green fees only once in awhile.

We can add the value perceived quite simply by giving a better buying incentive. Give the purchaser a hook. Firstly, offer a better price and then, with the addition of the new clubhouse, give special rates on company functions for example, Christmas Banquet and Dance, etc. Lets look at the biggest factor in the buying decision price.

Player Numbers	Suggested Price	Original Price	Difference between suggested and original	Savings based from \$750.00 per person
4 players	\$2500.00	\$2700.00	\$200.00	\$500.00
5 players	\$3100.00	\$3350.00	\$250.00	\$650.00
6 players	\$3702.00	\$4000.00	\$298.00	\$798.00
7 players	\$4214.00	\$4600.00	\$386.00	\$1036.00
8 players	\$4760.00	\$5200.00	\$440.00	\$1240.00
9 players	\$5247.00	\$5750.00	\$503.00	\$1503.00
10 players	\$5750.00	\$6300.00	\$550.00	\$1750.00

This simple chart demonstrates value perceived for the purchaser. It also allows us to see the difference in the amount of cash generated for Granite Pointe. Granite Pointe may

assume a small loss of cash at original sale but it is all *bottom line revenue* that Granite Pointe gains by selling at the discounted rate.

This also translates into only 4.5 green fee sales per person per year. This small loss is easily recaptured in green fee sales and food and beverage revenue. It is a short-term loss with a long-term gain. Granite Pointe will see new members and increased sales in Pro shop and F&B departments. The purchaser's staff is not paying for the golf so they will spend elsewhere at the facility.

The old quote applies directly here: "A bird in the hand is worth two in the bush."

Plan 2

Plan 2 is the limited use and member sale with a multiple pass purchase. The plan seems very viable but must include more benefits for establishing value for price paid.

Why charge for a Mr. and Mrs. Membership, charge only for a single less \$100.00. The cost is the same but perception is different, i.e. instead of costing \$1350.00 up front it costs \$675.00.

Perception is reality. How many times have you made a purchasing decision based on your perception of what the value is? Automobiles are a prime example, and because of our gullibility as consumers the government was forced to enact a 'lemon law' to protect us.

Granite Pointe can also sell 25 prepaid rounds at \$575.00 instead of \$600.00 this only translates into \$23.00 per round or \$9.00 difference in green fee revenue. This is quickly made up again through department sales. By allowing a purchaser better buying deals you create usage of the facility and ensure a profitable future.

Number of Players	Regular Price	New Price	Suggested Price
2, (new number 1)	\$1425.00 + \$800.00	\$1350.00 + \$600.00	\$675.00 + \$575.00
3, (new number 2)	\$2175.00 + \$800.00	\$2050.00 + \$600.00	\$1350.00 + \$575.00
4, (new number 3)	\$2850.00 + \$800.00	\$2700.00 + \$600.00	\$2050.00 + \$575.00

By utilizing the new numbers and suggested prices you now sell more of these deals since the price looks better. It is easily upped to include another member at an additional cost of \$675.00, therefore, no loss in price but more volume in sales.

You increase the usage of the club and you increase the future of the sport and thus you increase your sales and cost effectiveness. Granite Pointe finds itself in a bind at the moment and must analyze all angles to increase participation and enhance service.

By bringing in new pricing structures and looking at new possible market opportunities the future of Granite Pointe will be brighter. This then leads us to two new plans that we believe that Granite Pointe should adopt.

Plan 3

Plan 3 involves the Nelson School District. If Granite Pointe incorporates the Nelson area School District into a joint school and junior development program to enhance student activities and recreational training programs, it would increase participation of junior membership drives and, subsequently, adult membership drives.

We believe that if Granite Pointe proposes a new program of a weekly visit to have lesson clinics (given by the pro) and a round of golf at a discounted rate, the local School District would approve such a plan.

This idea is confirmed by the usage of schools at Whitewater Ski Resort. Many of the local schools send their students to the mountain in the afternoon. The students are often accompanied by parents, who, whether skiing or not, spend money at the resort's facilities. Why shouldn't the same thing happen at Granite Pointe? The local schools do not release their students for summer vacation until the end of June. Wouldn't four months of afternoon golf and clinics be a great source of future revenue?

Junior memberships are valued at \$150.00 per year, if you sold only 2 to new members by increasing participation through schools, then you will have gained \$300.00. But the big benefit is that almost all parents wish to spend time in quality atmosphere with their children. How many adult memberships could then be sold?

At the present time, green fees are valued at \$32.00 per round. With the school district participation, you could afford to reduce the rate for students to \$20.00 per round and increase participation all season, even after school has ended.

If the local school district were able to negotiate a fair price for both the green fees and the group lessons, Granite Pointe may well get the approval.

Plan 4

Plan 4 requires the sale of corporate memberships to local Resorts and Hotels.

This is an entirely new concept not presently utilized anywhere in British Columbia.

First lets do some simple math:

Green fees present value	\$32.00
Sale to Resort/Hotel	\$26.00
Resort/Hotel resale to clients	\$32.00
Both companies benefit	
Granite Pointe receives	\$26.00
Resort/Hotel receives	\$6.00

The resort/hotel receives \$6.00 for doing nothing other than a quick phone call to reserve an already prepaid for time slot.

Now this is simple math, but it is a fact that of all clients at resorts/hotels 70% are golfers, of this 70%, 40% will play a round during their stay (if convenient). Another 20% of this number will rent clubs and purchase balls, etc. Now, lets break these percentages into numbers.

100 clients at hotel	70 are golfers	28 will play	2 will rent	Profit <u>\$828.00</u>
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That gives Granite Pointe \$828.00 *bottom line* Profit. This is done without even having to book tee times. The other added benefit for Granite Pointe is that if the time is not used, it can sold as regular green fees. Therefore, if the client doesn't arrive, for whatever reason, Granite Pointe is free to keep money from the hotel and the resale of green fee time slot.

The other way to accomplish this is with a front end sale of \$17,472.00 to the resort/hotel. This is broken down as 4 rounds per day, * 7 days per week, * 6 months per year.

Anything above and beyond this number can be treated as in the first example.

An extra couple of selling point for this program:

1. A value added service for resort/hotel guests
2. Discounted booking rates for resort/hotel conventioners
3. Free joint marketing for both businesses

All these aspects are very important selling points. Granite Pointe benefits from free marketing in that whenever the resort/hotel advertises any packages they are sure to include a bit about having discounted green fees and/or direct green fee bookings through the front desk or central reservations.

The only extra expense for Granite Pointe is to transport resort/hotel guests to the course. This is something which we recommend, however, you can decide if it worth pursuing. It is, however, another value-added benefit for sales.

All of these corporate memberships need to take transfers into consideration This should be spelled out in writing and given to the purchaser prior to agreement. We would recommend that the purchaser notify the club in writing of any changes in his/her organization. The club can then issue new membership cards upon return of the old membership card. A fee may or may not be charged for this service.

Memberships

During the last few years, Granite Pointe Golf Club has suffered a significant loss in memberships. According to a 1997 survey done by Ruth O'Brien, 83 former patrons gave the following reasons for no longer being active members of the club.

Left the Club	Reason for Leaving
9 Seniors	health reasons
13	moved away
9	work schedules (3 using punch cards*)
16	financial (children) 9 using punch cards
15	travel & golf elsewhere (7 using punch cards)
2	unhappy
Juniors	2 moved 13 stopped (personal.) & 4 other interests

These 59 (still healthy and resident) former members represent:

Adults	42 x \$750. = \$31,500.
Juniors	17 x \$150. = <u>2,550.</u>
Total lost revenues	\$34,050.

* Punch Cards are a group of 7 green fees that can be purchased for \$175. This is a savings of \$49. ($\$32 \times 7 = \224 .)

After making allowances for those who have "moved away" or cannot play golf because of "health" reasons, it appears there are now 42 adults (19 only use punch cards) and 17 juniors who are no longer full-time members of the Granite Pointe Golf Club. It is possible that more than two of these former members were "unhappy" with the club and this is the main reason they are no longer members. What might the problem be? Is it the price, the service, the product, the amenities, or something else?

Granite Pointe Golf Club must objectively assess itself with respect to the other area golf courses. There are some excellent courses in this region including Kokanee Springs, Castlegar, Birchbank and Christina Lake. The severe slopes and the jungle-like rough areas on the front nine holes do little to attract the seniors or the casual golfer. Since Granite Pointe is not the type of course that attracts the tourist golfer, perhaps adjusting the fee structure downwards somewhat will bring in more green fees and memberships. The reduced fees will be offset by increased numbers. In order to compete in this market, the club may need to promote itself by promising superior service at lower prices.

Former Members

The first place to start is with the 59 ex members the club may still have a chance to win back. A small very inexpensive micro-marketing campaign can be tailored for these 59 former members. Send personalized letters to each expressing the club's regret at losing them as members and expressing apologies for failing to satisfy them. Include an impassioned plea that the club be given the opportunity to show these people how much their membership at Granite Pointe is prized. Perhaps the club could offer these former members in good standing some extra incentive to rejoin.

Conceivably one of the following incentives could be used to help entice these lost members to once again join the club.

- ◆ free locker rentals for one year
- ◆ discount cart rental or cart storage fees for one year
- ◆ a package of free lessons to the returnees
- ◆ discounts on logo shirts, sweaters, hats etc.
- ◆ free driving range privilege for first year
- ◆ other possible incentives

As mentioned previously, these 59 lost memberships represent \$34,050. Not all of these former members can be recaptured. However, the small cost involved in sending personalized letters to each of these past members may be a very cost efficient way to make an immediate impact on Granite Pointe's bottom line! Possibly 50%-60% of these lost memberships can be convinced to return. That represents approximately \$20,000.

Juniors

Junior golfers are the future of the game. Presently there are only 107 junior members at the club. In the Nelson area there are 1300-1400 people between the ages of 10-18. A possible way to attract more junior memberships to the club is to offer an introductory junior lesson program for students through the school system. Perhaps some of the physical education classes during the months of April, May June and September could take place on the driving range at Granite Pointe.

The student lesson package could include lessons, club rental, a meal and even a round of golf. This introductory golf package may help to encourage some of these young people to take up the game more seriously. Spending a little time and money now to teach these teenagers about the game of golf, may pay huge dividends well into the future. Some of these kids may become avid golfers and remain members of the club for years to come.

You might also consider paying a little extra attention to the girls in this group. While one in four male teens plays golf in Canada, only one in 20 female teens plays the game. Girls of this age, who are unfamiliar with the game, do not want to appear foolish or awkward in front of their peers, especially the boys.

The time and effort your club devotes to helping these young people learn and appreciate the game of golf will not go unnoticed. The goodwill your pros and the club will gain is money in the bank. The best advertising is by word of mouth.

Selkirk College Students

For years Granite Pointe Golf Club appears to have been unaware of a another potential source of revenue. Each September several hundred students enroll at Selkirk College and take up residence next door to the golf course. Of these, approximately 50 students are, in fact, avid golfers enrolled in the Golf Course Management Program. In September and October, when the golf season is winding down, Selkirk College students could be offered special two-month memberships. This will allow the students to get a discount on golf privileges for a short season and also provide needed cash flow to the club at the tail end of the golf season. Instructors and staff at the college could also be included in this membership offer.

Spousal and Family Memberships

Golf is not just a game for the guys. Yet, at most golf clubs, men outnumber women three to one. As the baby boomers move into their 40's and 50's, their children are leaving home. Formerly house-bound wives are now beginning to have extra leisure time available to them. If husbands already enjoy the game how much would it take to get the spouses involved?

What if the children are still living at home? If one member of the family is currently enjoying the great game of golf why shouldn't the entire family? Golf is not an elitist game. Golf is a very social sport that can be enjoyed by people of all ages. It does not appear to be very difficult to increase the golfing population among the spouses and family members of an existing member. You already have their name, address, phone number and other pertinent information about their jobs and income levels.

Could the membership at your club be increased simply by contacting the spouses and other family members of existing members?. Again, all this would take is a very inexpensive micro-marketing campaign. Personalized letters sent to the families of each existing member could significantly add to the club's overall membership.

A point to remember at this time. These new members won't come stampeding to your doors just because you sent them a nice letter. Incentives must be offered, such as discounts, give aways and service, service, service!

The reasons for choosing the suggestions on the previous pages are simple. Bob Hall indicated that even an increase of 100 new members would significantly affect the club's bottom line. Also, Granite Pointe Golf Club has limited funds to engage in a major marketing campaign at this time. Target marketing past members, juniors, students at Selkirk College and other family members is both easy and inexpensive. A little bit of time and a few personal letters is all it may take. Following these suggestions may get you close to your goal of 100 new members.

New Clubhouse

The club must capitalize on the fact that a new clubhouse is being built this year. The club can have an open house or an open house month. Let's get people out to see this new facility.

Presumably, the entire membership is aware of the financial situation at the club. The very survival of their club may be at stake. Let's get them all involved in getting the word out about the open houses and a "Membership Drive." Radio and newspaper ads can be used to inform the entire Nelson area about the open house and the club's quest for new members. However, if the membership can be convinced to get enthusiastically behind this "Membership Drive," the word-of-mouth advertising will be very effective.

Once we have them at the club (have their attention) we can sell them on the benefits of joining. Host a dance, a barbecue or party. This will provide an opportunity for potential new members to meet existing members. The emphasis should be on having fun and meeting new people. Door prizes can be awarded; even hold a draw for a free one-year golf membership.

Again, it cannot be over emphasized that these new members need to be sold on the benefits they will receive by joining the golf club. They need to know they will receive a good product at a fair price. They also want to know that the service they will receive is second to none!

Social Memberships

One final thought about increasing memberships at the Granite Pointe Golf Club. By the end of 1998 or early in 1999 the club will have a brand new clubhouse. Although we don't know exactly what this new facility will look like, we assume it is being designed to include a modern food and beverage area. This will comprise a kitchen or cooking area that is capable of producing enough food efficiently to serve the 150-175 golfers who attend the Nelson Open each summer. Of course the bar must also be able to service a group of this size and adequate seating is an essential requirement.

Since the club has this new modern facility it seems a shame to keep it closed for approximately six months each year. The club needs to generate extra revenue so let's find ways to better utilize this building.

The club needs to create a social membership. Encourage these social members to come to this new modern building for dinners, dances, bridge nights, or pool tournaments. Purchase a big-screen television and have sports nights or classic movie nights. Host ethnic dinners, play bingo or practice some off-season golf drills to keep your game in shape.

The club should actively seek to host weddings, banquets and Christmas parties. Winters can be very long in this area and people need the opportunity to unwind and forget about their troubles. Provide them with that opportunity and provide the club with the opportunity to increase revenues.

CONCLUSIONS

Granite Pointe Golf Club is seeking its own identity. The image the public has of this course is that it is a middle level course with high level prices. Green fees are too high and lacking in variety. There are a lot of playing times available that are not being promoted. Value perceived on corporate memberships does not provide enough incentive for companies to get involved. This report outlines several recommendations that could make Granite Pointe a more popular and profitable club.

RECOMMENDATIONS

We recommend

- lowering green fee prices
- creating unique selling points for Granite Pointe
- improving quality of service provided by the club
- packaging green fees
- adjusting green fees to suit playing conditions
- networking with other clubs
- discounting for students
- advertising
- making creative use of slow playing times
- working with Selkirk College in Golf Management
- interacting with schools to encourage junior participation
- giving a better corporate buying incentive
- targeting specific groups i.e., female teens, etc.
- promoting the new club house facility

Granite Pointe Marketing

*Training
Customer Service
&
Sales*

*Submitted By:
Glen Goldberg
Cathy Wilson
Ryan Brown
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Introduction

Orientation and training are familiar words to most employees in this industry but the reality is that a lot of them don't ever see it. Once management has successfully recruited, selected, hired and placed staff into the vacant job positions, the next steps are to properly train and orient these employees. Both these programs directly relate to the success of the new employees as well as the success of your golf club. As management assumes the responsibilities of filling vacant positions it is also its job to prepare these employees to perform the jobs. An orientation program is the new employees' first taste of a manager's role as a leader and it is also here that they begin to develop the sense of teamwork, enthusiasm, and drive that makes the golf club a special place to work. The training program gives management an opportunity to capitalize on the natural attributes of the new employees.

Orientation

All new employees should be given a well planned orientation that will help them get off to a positive start in their job. A thorough orientation program will acquaint new employees with the golf club, their specific work area and job positions.

New employees

Orientation is a way of introducing new employees to the golf club. Things are done different at every golf club so even if a new employee has performed the job for numerous years before coming to your golf club, they still need to be informed on the way things are run. You can begin this process by making the new employee(s) feel at home by introducing them to department heads, fellow employees, etc... Too often the management turns the orientation responsibility over to the new employee's co-worker and this can prove to be destructive in the long-term.

Goals

The purpose of an orientation program is to give new employees an idea of the culture, behavior, facilities, people and survival skills necessary to make it through their first few months of employment. Orientation programs vary in length and content depending on the job position. Communicating expectations and eliminating preconceptions are perhaps the most important goals of the orientation program. Getting employees to understand what is expected of them is probably the most valuable message that can be sent. You should never assume that people know your facility or the job they have been hired for. Not

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making assumptions about what the employee knows or doesn't know can help ensure that their initial progress is successful. This can prevent future problems. Another goal of the orientation program is to try to create successful experiences. During the orientation, making the new employees believe they will make an important contribution to the team is important. This will reduce the anxiety level as well as boost their confidence level and future productivity. Providing positive experiences into the orientation will also increase the motivation level and reduce the tardiness and absenteeism of the employees.

Commitment

Participation by all levels of management is one way to show the new employees that they are important members of the club. This participation also allows the new employees to put faces to the names that they will hear throughout the club as well as see on newsletters or memo's. Accomplishing this will require a commitment by all management.

What to cover

During the orientation program you should go over such things as the Mission Statement, the goals and objectives of the club, expectations of each employee, what the club can provide for the employee, etc...

For who and by who

Orientation programs should be developed for hourly employees as well as management. These programs are also important when a club goes through changes in their management structure or changes to the policies. Orientation should be done by the management team or the immediate supervisor. This program is so important that you must be careful you don't overload the information. Taking the time to prepare an orientation program will assure that all the necessary information is included only. The goal is to teach new employees and allow them to become informed. The employees should not be afraid to ask questions. Icebreaker tools work well in relaxing a group of new employees to make them feel more comfortable. A friendly attitude will eliminate fears they may have.

Characteristics of a well designed program

Emphasis should be placed on the culture of the organization and why it is important. The employees should understand how their jobs relate to other jobs and departments within the club. Most employees' jobs require them to come in direct contact with the guests and these people should be informed of the operation and its functions and activities. The following is a list of positive characteristics of an orientation program:

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- ⇒ Presentation of complete overview of the facility
- ⇒ Recognize the specific problems and needs the new employees might face and address those problems and needs
- ⇒ Orientation is adapted to the particular department and job position
- ⇒ Provides an honest outlook of the facility; negatives as well as positives
- ⇒ The program is continually evaluated and improved
- ⇒ Provides an explanation of the club's culture
- ⇒ Presentation of the history of the club
- ⇒ Presentation of where the club visualizes itself in the future

The specifics

You want to make the new employee feel welcome just as you would expect them to make your guests feel welcome. Throughout the orientation the importance of good service and your guests is the focus of all discussions. Many orientations vary somewhat but they should all include the following:

1. The company

It is appropriate to discuss the operation's history and development. This can then lead into the discussion of golf club's organizational structure and chain of command. The description of the organizational goals and operational objectives should be presented including the Mission Statement. The importance of the new employees' contribution to the goals and objectives should also be made clear.

2. Survival

Information on the following is very important to the new employees and should not be overlooked:

- ⇒ The use of timecards
- ⇒ Issuance of keys, uniforms, necessary supplies, etc..
- ⇒ Medical insurance and other benefit forms
- ⇒ Explanation of how to read the paycheck stubs
- ⇒ Information on their compensation policy
- ⇒ When the employees will be paid and what deductions will be taken off
- ⇒ Locations of washrooms, lockers, staff room, parking, employee entrance, timeclock, etc...
- ⇒ Work hours and scheduling procedures
- ⇒ Overtime

An employee handbook is a great tool that contains much of this information

3. Organizational policies

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Time off policies, vacation time and scheduling, paid holidays, call-in policy for sickness, sickleave, and substitute policy, meal and break policy

4. Operational policies

If a good explanation is given then the new employees' will already know why "things are done the way they are" around your operation. Every facility has values and traditions. This is also a good section to include the information on promotion policies and such.

5. Tour

Familiarization is imperative to any new employee for benefit of both the club and the employee. The tour shall include areas that will help the new employee in performing their job more efficiently. The location of departments that interact with the employee's department should be given special attention.

6. Departmental responsibilities

Understanding the contribution of the new employees' department to the club's facility as well as the department's relationship to other departments is a must. Introductions to other employees that the new employees will be working most directly with should be made.

7. Job responsibilities

This is an introduction of what the new employees job will consist of. It should also include how it relates to other jobs and departments. The work area, along with any equipment that the new employee may work with, will also be included.

8. Safety procedures and sanitation

This will include any departments that may include equipment and chemicals.

9. Follow up and evaluation

Even though a formally established orientation program has been implemented, it does not mean that the job is over. During the first few weeks of employment, follow-up techniques should be implemented. This is to ensure that the new employees are adjusting to their new jobs with little anxiety and problems. A follow-up will also clarify any questions that may have come up from the orientation program.

Orientation programs, though separate from training, do comprise an important part of management planning and employment processes. The more quickly the anxieties are reduced, the more quickly the employees' will become members of the organization.

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Training

Why train

Orientation provides information that leaves training to go further in such a way to teach or improve skills and concepts. The main objective of training is to sustain performance or improve performance to acceptable levels. Orientation allows management to meet the training objective because without information about the golf club, departments, job, etc... you can be sure that the performance level will be inadequate. Training should be considered an investment.

What training is

Training can be defined as the systematic process which the new employees gain knowledge and develop skills by instruction and practical activities that result in improved performance. Training can be conducted at a variety of levels making training an on-going activity. Training can be done for senior management, supervisory staff and right down to the hourly employees. Supervisory staff is most often the hourly staff that has shown leadership qualities. The skills needed for these types of people relate to people orientation than the skill orientation they previously held in their hourly wage position. Your hourly employees also need to be trained for promotions. The employees that show exceptional performance and are ready to accept more responsibility are the employees in this category.

Retraining can become a factor with current employees who display a deficiency or a need to be trained in a particular area. This could be due to a change in the job position or a refresher on skills that an employee has mastered but has not yet had to use those skills. The following is a list of possible indicators that training or re-training is needed:

1. Low productivity

When an employee is not keeping up to the club's standards, you must look at why they are not being maintained.

2. High waste

High usage can indicate waste. In the Food & Beverage department this is a big concern. Whether it is the bartender using the wrong size glass or the chef using too much lettuce on a hamburger, these symptoms mean that training must be implemented.

3. Grievances and high turnover rate

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Lack of training may be a big cause of this factor. No one wants to do a job that they don't understand and fear that if they do it they will cause a mistake.

4. Guest complaints

Listening to your guests and members. They will tell you why they are not happy. Guest complaints can be minimized with training.

Before training can be done you must first tell your employees their job responsibilities. The job that you train them to perform is a means of achieving guest satisfaction. The following is a list of advantages from training your employees:

- ⇒ Improves guest service
- ⇒ Increases teamwork
- ⇒ Improves quality
- ⇒ Reduces work conflicts
- ⇒ Relieves stress and tension
- ⇒ Reduces high turnover and absenteeism
- ⇒ Improves performance resulting in cost savings
- ⇒ Improves relationship between management and staff
- ⇒ Increases productivity
- ⇒ Reduces the amount of supervision required
- ⇒ Provides an all around happy environment to work in

Knowing when training is needed

The training topics to be taught should be based upon the needs of your employees. Once the needs are identified, the training program can be designed to address those needs. The three areas that require analysis for your assessment of potential training are: (1) the facility, (2) the job position and (3) the knowledge and skill level of the trainee. For the training program to be effective it must meet the goals of the golf club, must be relevant to the particular job duties of the position, and it must satisfy deficiencies in the knowledge or skill level of the trainee.

Training goals and objectives

The analysis of the golf club, the job and the employees should provide you with a list of training needs matched with trainees. It is important to prioritize the training needs and broaden training goals such as maximizing guest satisfaction, providing basic job knowledge and skills and providing a means to achieve job satisfaction are translated in writing to specific training objectives. Training objectives must be realistic and should provide some form of evaluation to

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determine whether or not they have been obtained. Training objectives must be developed from the perspective of your own club.

The training plan

The training plan should be considered the heart of the training program. It is an outline that takes the training needs, goals, and objectives, and identifies when, where, by whom, and how the training will be accomplished.

The training location

Selecting the training location will be partially determined by the type of training method that you select. The environment is a critical factor in determining the success of your training program. The area should have minimum distractions. The appropriate training aids also need to be available. Almost every training session will require tools, equipment, supplies or materials of some type. These should be identified and gathered ahead of time so that they are ready for the training session. This would include audiovisual equipment or materials that you may require.

The trainer

For some people getting up and giving a presentation in front of a group of people is not the easiest thing. To avoid the stress most people put the training onto fellow employees' shoulders. This approach is not the best because the management loses control over the learning that takes place. The following is a list of characteristics that a trainer should have:

- Knowledge of job skills
- Knowledge of trainee skills levels and abilities
- Knowledge of learning principles
- Ability to communicate effectively
- Ability to motivate
- Patience
- Enthusiasm
- Understanding

The training method

Another step in training is to select a method to use in your training program that will maximize the amount of learning that occurs for each of your trainees. Some methods of training are formal and some are informal. Selection of the method depends on the training objective, the number of trainees involved, the skill and ability levels of the trainees and the training budget. Some methods of training are as follows:

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1. The lecture method

This method is very cost effective when training large numbers of new employees. This method can also be very boring and can cause the new employees to lose attention if the trainer is not well spoken and witty. With this method audiovisuals should be used frequently and feedback from the new employees should be encouraged.

2. On-the-job training

This method is performed while actually doing the job.

3. Job instruction training

This method is a form of on the job training. Job instruction is performed by the trainer telling the trainee how to do the job, showing the trainee how to do the job, observing the trainee doing the job, and finally giving feedback to the trainee on how well he/she did.

4. Vestibule method

The vestibule method takes place when the real work environment is duplicated for the purpose of training. This is similar to on-the-job training except this method does not have the potential interruptions. This method works best in small groups.

5. Role playing

The final method is role-playing. This method has the trainees act out real life situations that they might encounter in the performance of their jobs. This method produces results from doing rather than observing.

Conducting the training session

Conducting the training program requires the implementation of all elements of the training plan. After you have presented the job to the employee using the job task listings, the employee should try out each task as you watch.

Evaluate the training

This is probably the most critical step in the training program. Once the employees' have gone from training to the job, follow-up and evaluation is an important role in maintaining an acceptable job performance. Before leaving, the newly trained employees on their own, they should be told who they could report to if they have questions. You should make sure that they understand the standards of performance for all job tasks that they perform. Evaluation should be done frequently at first and gradually stop as they become more at ease. Let the employees' know how they are doing and where they may need improvement. The purpose of the evaluation is to determine whether or not the

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An Analysis of Training, Customer Service and Sales

Marketing an organization takes extensive research of the market and community that surrounds that particular organization. But marketing involves more than just the researching of the surrounding area of the potential customers needs and wants. When marketing, you need to take a close look at your organization, proper training procedures, supervision structures and management styles all contribute to a business being successful. Valuable marketing opportunities are lost with each customer who is served poorly by the staff. For that person takes away with them their negative experience and passes it along to their friends, which, in turn, gets passed along to their friends, and so on. Word-of-mouth advertising is a great way to advertise, however, people tend to remember bad experiences and pass those along rather than positive ones.

In assisting Granite Pointe Golf Course with its marketing this year, the question has been raised; does lack of training affect how the employees serve their customers, thus resulting in fewer customers and lack of sales?

The Granite Pointe Operation

While taking a close look at the Granite Pointe golf operation, something seemed to be missing in the leadership structure. A good way of getting on the right track to success is to point the staff into the direction of "Total Quality Service."ⁱ

The operation has been broken down into two major service facilities, the food and beverage operation and the pro shop operation. These two operations are what make any golf organization 'sink or swim'. These two operations within the golf club see more customers than any other part of the business.

In a conversation with Paul Marzek, a Board member at Granite Pointe, he revealed that these two particular operations have no set training structure, which means they have no set policies on how customers should be served on a regular basis. Also, there are no manuals for an employee to look up certain club policies or to make reference to for customer's questions.

The employees are hired based on their previous experience and generally their personality. This way of hiring is not bad; however once hired the employees are turned loose into their new place of work to discover for themselves. Their actual training consists of a basic tour of where the till is and the general run of opening and closing procedures. The rest of their training comes while they are working. This could be damaging, because while the employee is asking a question to the immediate supervisor the customer is waiting. This is valuable time that has been wasted for that customer. A negative experience has just been put upon the customer, which will give him/her an overall negative feeling of the entire operation. Yet again, another critical incident.

ⁱ Chapter 5 Meta-Marketing Third Millennium Strategies for Canadian Golf Clubs. By Steve Bareham

The club's management does not feel that training employees has a direct correlation on the club's profits. In other words, they do not view training as an effective customer service tool. It is said that a proper training process in an organization is the ultimate tool they can possess. Without a good training session at the beginning of an employee's work term, they are unable to sell the club and its facilities to their full potential, ultimately resulting in fewer sales and a lack of employee confidence.

Paul Marzek feels that the quality of service in both the food and beverage operation and the pro shop operation are "not up to speed." The professional attitudes in both operations are also lacking. The staff are most certainly friendly, but are not inviting to the average customer, unless, of course you are a member. He also finds that the behavior of some of the staff is also poor.

The final discouraging feature of the operation is in the pro shop. This is where a customer will experience a 'critical incident'. The pro shop should be a place where a consumer can find top quality, high end merchandise, as well as good quality low end merchandise, both at reasonable prices. Unfortunately, Granite Pointe is only carrying low end, moderate quality merchandise. It has reduced their market greatly by only appealing to small percentage of their potential market. The customer has just experienced a critical incident. While in search for the latest in the high-end merchandise, notices that there are only 'knock-off' clubs on sale. A mental note is made never to shop at that shop ever again and continues on to the competition. Sure, it sounds fairly extreme. Unfortunately this does happen.

Providing good customer service to the people that venture to the operation does not only mean treating them like royalty. But it means that the sales staff, were able to read that customer and sell them what they need without them knowing it. By doing so, the staff was efficient in honing in on their needs. This is a valuable customer service tool for it means that the organization is in touch with the customers and their needs. Tying in the way the staff sells the merchandise comes with proper training and having a good knowledge of the product that they are trying to sell.

It is known that staffing levels are low enough that it would take an insignificant amount of time and money to put the employees through a training and orientation program. In order to get one started it takes an employee in a management position to take the initiative to begin the process of development. This person also needs the support of the club to assist with resources and time.

Reasons for Setting up an Orientation Training Program

The best way to cure the above problems is with a good, solid training and orientation program. It should involve an introduction to the club, including the history and who is involved currently; a knowledge of all the departments and how they contribute to the club; a club policy handbook with all policies and should also include opening and closing procedures for all areas of the club. Finally the program should involve some sort of seminar on how to sell better.

Having an orientation training program benefits your organization in three important ways. It will provide you with knowledgeable, efficient staff; an edge above other golf courses that are lacking in the areas of training and orientation and you will achieve a high level of customer service. These are some of the most important qualities that your golf club can possess. In order to keep your staff dedicated to you and your organization you need to apply a goal for all employees to achieve.

To have an orientation-training program, you must first understand what one is and what it means to you and your business. An orientation program is to inform your new staff on the club and what to expect. To have a training program is to take your staff through the physical steps of how to be efficient while working. To teach them and to give them the knowledge needed to be successful. With that in mind it is now easier to figure out what specifically is needed.

Reasons for having a good orientation-training program varies from each golf club that attempts to put one into action. The reasoning must come from within the business. Taking a few moments out of each day to see how each department of the club is functioning is a good way to see if such a program is needed. Even listening to the complaints of employees and customers alike will lead a manager to the decision of having a program or not.

Getting Started

Getting started is going to take some time and research of the business and how it is doing before a program can be developed. An understanding of what is needed and considered important by each department is a good way to get on track. However, the needs and wants of the club is not the only thing that should be considered. A close look at the needs and wants of the customer is the most important thing to consider when planning. For they are the ones that are going to be at the receiving end of the newly developed orientation training program.

Once the research has been completed, it is now time to organize it into realistic needs and wants and unrealistic needs and wants. Deciding this will help break the task of organizing the whole down into workable sections.

There are three important areas to look at when compiling such a program. The areas deal with how to sell properly, how to apply good customer service and what policies do the employees need to know and have immediate access to.

When those issues are dealt with and out of the way it is now time to begin the planning process of the orientation program.

The first goal of the entire program is to produce happy and efficient workers that feel as though they are apart of a team that is contributing the whole of the club. And through your management you want to be able to lead the employees to that through the newly established program.

Some important things to include in the new program are a policy manual, a general overview of the entire club and an in depth run down of the specific departments. For the new employees in the food and beverage department include a small seminar that goes through basic steps on how to greet and serve customers. As well as tips on how to read the customer and up sell according to their needs. For the new pro shop employees also include a small seminar that deals with how to greet both members and guests and the proper procedures on checking them in for their tee time. Also include tips on how to read customers and sell according to their needs. Tips on aggressive selling should also be included, as well as how far the employee should go to get the sale. With both of these mini-seminars a meal should be included. This gives the employee incentive for attending and will make the effort of attending a social gathering. Making it light and fun will help keep the staffs' attention and will also make it fun for the person giving the seminar.

Policy Manual

Things to include when setting up a procedures and policy manual.

- ⇒ **The Club's Mission Statement** - Gives the staff a goal to constantly go towards while working.
- ⇒ **The Club's Expectation of Staff** - Gives the staff knowledge of what is expected of them. These should be realistic.
- ⇒ **A Club Roster** - This allows the employee to learn members names. As well know who is on the board of directors and other club committees for that year.
- ⇒ **Dress Code** - This way there is no excuse for not knowing that professional attire is needed.
- ⇒ **Staff Meals** - Allows each employee and management person to know what is allowed.
- ⇒ **Staff Discount on Merchandise** - Encourages the staff to wear what is being sold to advertise to the guests and members of the great merchandise.
- ⇒ **Pay Day** - General information. Avoids confusion among staff when cheques seem to be late.
- ⇒ **Staff Accounts** - When they must be paid and what can be put on it.
- ⇒ **Telephone Privileges** - This way on slow days, when customers do come in they are greeted with someone talking to their friends.

- ⇒ **Golf Privileges** - At what times are the staff allowed to play the course and under what circumstances. This is good for the staff if they are able to play the course that they work at. It helps with the communication with guest and members.
- ⇒ **Days Off** - Avoids confusion when staff is needing days off.
- ⇒ **Every Club Department** - With every department include opening and closing duties, as well as what can be done during the daily shift. (Also have these posted in each department where everyone can see it.)
- ⇒ **Helpful Hints** - Provide helpful hints on how to deal with angered guests or members. Also include the club's policy on deal with difficult customers. (Can be a big help when no immediate supervisor is around.)
- ⇒ **Communication** - This gives the staff the knowledge of who to go to with problems either concerning other staff members or concerns with the operation.

The foregoing items are just examples, but are very important and should be considered for a policy manual. Provide general policies as well as specific ones for each department that is dealt with.

Once the manual is compiled and used in the operation of the club one will hopefully notice how much more smoothly the operation seems to flow.

Of course a simple policy manual will not solve a club's specific problems. However with all things mentioned involving seminars, orientation and training a significant change should occur. As mentioned above marketing involves more than just advertising to the general public. It involves your established customer and how the employees treat them. Having happy, well-served customers is the best thing that any club could possibly do.

INCREASING SALES

Selling is what the golf business is all about; whether it be sales in the Pro shop, memberships and green fees, or food and beverage department. If sales are not monitored, a course cannot survive in today's competitive market. Therefore it is important to have a detailed plan to sustain and increase sales.

In the past, Granite Pointe has not reached its selling potential. The clubs membership is down and must be increased. Green fees must also be increased in order to reach the potential revenue. Increasing the membership and the number of green fee rounds will also help increase Granite Pointe's food and beverage and Pro-shop sales. However, the club must create a sales plan for these departments if they are to reach their full sales potential.

Sales are the overall objective of a golf club. It might sound better to say that the overall objective is to provide the best service and quality to the membership and guests, but this is really just the means to reach the overall goal of selling. Afterall, a club cannot provide service and quality if there is not the funds from sales to do so.

As mentioned previously, in order to increase sales to the maximum potential a club must have a sales plan. A proper sales plan must include the following steps:

- Realizing and understanding the sales potential
- Utilize the facilities to their maximum potential
- Increase frequency and length of visits
- Proper hiring and training of staff

The following material will explain what these steps are and what the importance of each step is. The material will also give possible ideas for improving each step to increase sales and reach Granite Pointe's selling potential.

A) Realizing and understanding the sales potential

In order for a club to reach its sales potential, the club must first know what its potential is. This is accomplished by analyzing the market and realizing what the club's potential market share is. A club must also look at its facilities and understand what the facility's capacity for selling is. After these features have been analyzed, the club must set a sales potential goal. This goal must be realistic and as accurate as possible.

Once the sales potential is realized and set, the club can now implement ways in which to reach the sales potential.

B) Utilizing the facilities to their maximum potential

The sales potential can only be reached if the club utilizes its facilities to maximum capacity. For example; the Pro-shop must use as much of its space as possible to display merchandise in an attractive manner. Unused space would create a loss in potential sales. Therefore, a club must use that space to ensure that the facility is being used to its maximum potential. Another possible example involving the clubhouse would be an area in the bar area that nobody uses. This is wasted space. A possible way to utilize this wasted space would be to put in dart boards or a pool table. These might attract people to use the area more and a pool table could be another source of revenue.

C) Increasing frequency and length of visits

The more a patron visits and the longer he/she stays, the potential for a sale increases. This is common sense. However, the trick is how does a club increase frequency and length of visits? To accomplish this a club must do a variety of things. First, the club must identify its golfers needs and wants are. The club must then advertise and market, and exploit these needs and wants. Discounts may be an option when advertising, however discounts are not always the best way to get a long-

standing increase in frequency of visits. This is because people come to expect discounts and will feel that they are not getting the best deal and may not return. The best thing to do is to advertise good value all the time.

Another way to increase customer visits is to sell green fee packages. This will ensure that patrons will visit the club more than once because they have pre-purchased green fees. The club may want to offer a slight discount on the green fee packages as it is already ensured that they will return and not wait for other discount days. The club may lose a small portion of revenue of green fees from the discount, however this lost revenue will most likely be made up in Pro-shop and food and beverage sales.

Another option to increase customer frequency is to have special events. Events that already exist, such as men's and ladies night, are not enough in today's market. The club must come up with new and interesting special events. Some ideas for new events are; College night, since there is a golf program so close there would be an excellent interest in a college golf night. College students generally enjoy having a few drinks after a game of golf so this type of event would also increase food and beverage sales. Another way to increase visits and sales is to host more functions in the clubhouse, and advertise this more.

In order to increase the length of customer visits the club must find ways to get patrons into the clubhouse before or after their golf game. This can be accomplished by offering package deals, perhaps a round of golf and a meal afterward. There could also be a package in which customers gets breakfast or lunch before their rounds. Other ways to increase the length of a visit is to have special functions in the evenings such as barbeques, shows(comedians, bands, etc.), and special television events.

D) Proper hiring and training of staff

Possibly the most important aspect of selling is the staff. The staff whether a sale happens successfully or if a sale does not happen at all. The staff is responsible for leading a potential buyer to come to the decision to purchase an item. Staff is also responsible for up-selling and creating the desire for a customer to patronize the club again in the future.

Because staff is so important to the club's goal of increasing sales, the club must hire or train expert salespeople. When the club is hiring their staff it is imperative to look for certain qualities in the applicants. Qualities a potential applicant must possess are:

- mental agility;
- curiosity;
- the ability to speak and listen effectively;
- the ability to establish rapport;
- the ability to analyze customers;
- the ability to solve problems; and
- have a general sincerity and kindness about them.

These are natural qualities that cannot be acquired in any short amount of time. Therefore a successful applicant must possess them beforehand; otherwise it will take too much time to install these qualities in the person.

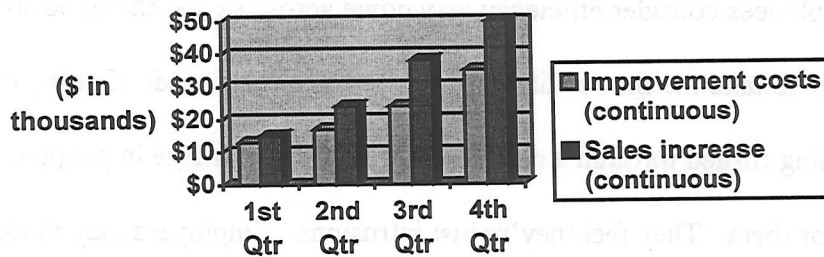
Training staff is a vital aspect to the success of increasing sales in the club. A properly trained salesperson with the right personality traits will increase sales dramatically. A salesperson must be trained in product knowledge (what the club sells, the features and benefits of the products, and why the product is better than the competitions), sales stories (asking the proper questions and giving the proper replies), procedure knowledge, and club policies and objectives. These skills will allow the salesperson to make a sale while having the customer feel good about making the decision to buy. They will also ensure that the clubs image and objectives are maintained.

An important aspect about hiring and training expert salespeople is that it takes extra time and money, but it is worth it. Therefore, ensure that the staff is rewarded and treated well so that time and money spent on hiring and training is not lost to the competition.

INCREASING SALES CONCLUSION

The ability to increase sales to reach the potential selling point of the club will ensure a prosperous club. Selling is the overall objective of the club and it involves all the aspects of the operation and marketing of the club. Increasing sales will cost money however it is important to realize that the cost will be made up ten-fold by the revenue provided by the additional sales. These additional sales will also provide funds for improving the club even further and there by increasing sales even more. The cycle will continue until the maximum sales potential is reached. (Refer to the hypothetical example below).

SALES INCREASE COMPARED TO IMPROVEMENT COSTS



Here are 10 ways to attract sales to your golf club. Often it takes a good kick in the profits to get an owner to realize there is a problem somewhere. Find out more about the problems and take action by using these 10 steps to run a more profitable operation.

1. **DON'T LET THE PHONE RING MORE THAN TWICE BEFORE AN EMPLOYEE ANSWERS IT.**

The telephone is often the first impression the customer gets of your company. Answering the phone on the first or second ring signals promptness. Letting it ring a third or fourth time impacts the subliminal message of under staffing or laziness.

You need to establish responsibility for handling phone calls. That includes multiple calls at the same time or a single call when your first line of defense is unable to answer the phone. Any employee who might be passing by the phone desk-from the director of golf to the fourth assistant-should jump for it.

2. **NEVER CUT A CUSTOMER SHORT ON THE TELEPHONE.**

Sometimes what employees consider efficiency may come across as just the opposite to callers looking for somebody to take the time to listen and respond to their needs. Getting cut short on the telephone or being rushed through a conversation creates the image in peoples minds the business has little time for them. They feel they're just intrusions. Employees may think putting the caller through to the person he or she wants to talk to by quickly clicking off is efficient. But that carries a much more dramatic counter- message that the caller does not count as a person to the company. Business owners must be adamant about telephone manner. They should det precise words for answering the phone and rehearse the employees in answers to common inquiries. Role playing scenarios can be very helpful.

3. SPEAK DISTINCTLY AND ALWAYS USE THE CUSTOMERS NAME.

Speech should be friendly and distinct both on the phone and in person. In addition to sounding professional and efficient, good articulation is a real time saver. Saying something clearly once is much less time consuming than repeating a garbled phrase twice. Each business owner can decide the precise words for employees to use in the initial phone communication, but it should always include the callers name. It should read something like "Good morning, Granite Pointe Golf Course, Glen speaking." And when Glen discovers who the caller is and what he or she wants, he should say something along the lines of: "Hello, Mr. Bareham, I'll be happy to put you through."

4. IMMEDIATE EYE CONTACT AND A SMILE SHOULD GREET ANYONE WALKING THROUGH THE FRONT DOOR.

This gives your business an air of responsiveness. When someone walks in the door, those close to that door should stop what they are doing momentarily, if possible, smile and say "Good morning" or "Good afternoon" or "How can I help you?"

5. ALWAYS ACKNOWLEDGE THE PRESENCE OF A CUSTOMER WHEREVER HE OR SHE IS ON THE PREMISES.

The impression a customer receives does not end at the front door. The image of a company is projected through every employee in every part of the premises the customer sees. Many employees become so absorbed in a routine they forget to make eye contact or smile. They don't realize this signals to the customer he or she is being ignored. Anyone who comes in contact with the customer, even a janitor, should nod and smile.

6. **EMPLOYEES SHOULD INTERACT AMONG THEMSELVES IN A PLEASANT MANNER.**

It is important the business give the image of being a pleasant place to work. Employees should not reserve their smiles just for customers. The customer-sensitive manager trains them to be pleasant with each other. Successful clubs are sensitized to the importance of building a happy workplace. After all "Positive people give off positive energy".

7. **ALWAYS APOLOGIZE TO THE CUSTOMER FOR ANY MISTAKES.**

Every company makes mistakes occasionally. Apologizing may feel awkward for he business owner, but it is an important part of customer sensitivity. An apology can greatly diminish anger or frustration over inconvenience or lack of customer service.

8. **CHECK UP ON CUSTOMER SATISFACTION.**

Even if there hasn't been a problem, one of the most impressive moves a business owner can make to keep customers is to call them occasionally and ask how things are. Ask if the product of service they have just purchased is satisfactory. You can also use this call to do a little research on how the customer was treated by your employees.

9. **KEEP A SHARP EYE ON THE GROOMING OF YOUR EMPLOYEES.**

This is not as simple as it sounds. If you have an obvious problem with an employee, like body odor or bad breath, drop hints, put a note on the bulletin board or mention it in a staff meeting, hoping the offender gets the hint. If it's a more general grooming problem, it's more difficult to deal with. Grooming advise is a very sticky matter. It is almost impossible for someone to make suggestions about an employees appearance because that gets into the area of personal rights. However good grooming is crucial to customer image.

**10. MAKE SURE YOUR EMPLOYEES DRESS IS CONSISTENT WITH THE
STYLE OF BUSINESS YOU WANT TO PROJECT.**

The style of dress at various companies varies drastically. Are you at a five star resort or \$15.99-a-dozen discount house? One of the most important things is the style of dress be consistent with the message you want to get across. The easiest place to transition to a more customer-sensitive operation is in new hires. In addition to the skills needed to perform the job, an employer must look at every potential employee through a second lens. The manager should realize the customer sooner or later will come in contact with many employees, regardless of job title. Too often someone with a less-than-optimum image is hired for a non-customer contact position on the basis of his or her skills alone. If the employee is later promoted to a position that does involve customer contact, you can lose your customers and their money. If Granite Pointe uses these 10 steps to empower staff, members will increase as well as golf rounds.

GRANITE POINTE GRANITE POINTE

For: Steve Bareham

Marketing

By: Miles, Jared, Mike, Geoff

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INTRODUCTION

Granite Pointe Golf and Country Club is an 18-hole championship golf course located in Nelson, British Columbia. It is a unique layout consisting of several hills combined with strategically placed and natural lying granite rocks. Until a recent fire which engulfed the entire clubhouse in late 1997, the facility included the essentials, such as a small pro shop, club storage, locker rooms and casual dining rooms which were located upstairs.

Due to minimal facilities, a need for new members and a lower-budget marketing plan, Granite Pointe has been in financial trouble for several years. By examining a few of marketing's most important and key tasks and applying them directly to Granite Pointe's marketing scheme for the future, we feel that the financial status, the number of potential new members and overall attractiveness and suitability of the club will be much improved.

The three key tasks we feel are most important for improvements to the Granite Pointe operation are *programming, packaging and partnership*. Briefly explained, promotion is the range of activity by which a business makes customers aware of its products and attempts to persuade them to buy. Packaging is the presentation of a number of products and services that would normally be purchased one at a time, but which, in a package, are offered as a single product at a single price. Partnership is the pooling of complimentary facilities and/or services by two or more businesses to in turn, offer a product that more closely matches your customers' needs. By focussing on these three key tasks of marketing and applying them to the specific situation of Granite Pointe, we will give a solid basis to increase membership base, revenue and appearance as an overall club.

PARTNERSHIP

The term partnership, as outlined in the Marketing Management textbook, can be defined as "the pooling of complementary facilities and/or services by two or more businesses." We have come up with a number of ideas that may benefit both the Granite Pointe Golf and Country Club and other businesses within the community.

First, we would recommend that Granite Pointe set up a reciprocal rate program with several other golf courses in the area. The program would include reduced rates, advance booking privileges and occasional special privileges such as complimentary golf on certain days when one of the courses is hosting a tournament. Golf courses in the region that could participate in the program include:

- The Balfour Golf & Country Club
- The Castlegar Golf & Country Club
- The Rossland/Trail Golf & Country Club
- Kokanee Springs Golf Course
- Christina Lake Golf Course

We feel that the implementation of this program will increase member satisfaction and should also generate more green fee revenue from members of near by clubs. This program will also produce spin-off revenue in the pro shop and the food and beverage departments.

Another partnership opportunity is to set up an agreement with a local car dealership. For large or corporate tournaments, the dealership could donate a vehicle as a hole-in-one prize and in exchange the golf course puts up banners and signs advertising the business.

This is a popular marketing tool in the industry because of the excitement that is generated for the participants and because of the limited amount of hole-in-ones that occur. The dealership does not lose money because in the slight chance that somebody gets a hole-in-one, insurance will reimburse the dealership. This insurance can be purchased for a very reasonable price and will ensure that the dealership doesn't have to pay for the automobile. This agreement is beneficial for both businesses because it is an inexpensive way to promote your business in the community to locals and visitors playing in the tournament.

The golf course could also reach an agreement with Air BC or Westjet that would be similar to the car dealership promotion. The airline could donate two tickets to anywhere it flies if a hole-in-one is scored during a tournament. The golf course will also put up signs and banners that advertise the company. This is a wise advertising scheme for the airline because of the fact that hole-in-ones are quite rare.

Promotions like these can increase the enjoyment of a golf tournament and act as a strong marketing tool for both the golf course and local businesses. These promos can produce repeat visits and can complete the overall tournament experience. We feel that the Granite Pointe Golf and Country Club should consider using one of or both of these promotions in its next large or corporate tournament.

The Granite Pointe Golf and Country Club can also enter into a partnership agreement with the local Safeway or Overwaitea. This arrangement could be set up so that every time someone purchases a certain amount of groceries, for example \$30.00, they have the option of buying a discounted green fee for the golf course. The supermarket must reimburse the golf course for half of the discounted green fees sold so that the golf course doesn't get an excessive amount of under-priced green fees.

This agreement will bring more green fee players to the course whom normally wouldn't play golf. It could also increase membership because of the amount of new golfers who may be introduced to the game of golf and would like to become involved in a country club atmosphere.

Granite Pointe could set up an arrangement with some of the restaurants in the community that would offer a discount coupon on green fees with any purchase over \$20.00. This agreement would be organized similar to the supermarket discount program. These two opportunities could produce a substantial amount of revenue that would not be normally be generated. Along with increased business, there would be additional positive word-of-mouth advertising from satisfied customers. These partnership agreements would enhance the involvement that the club has within the community and its businesses.

PACKAGING

Packaging is a very important part of golf course revenue and is growing rapidly into the year 2000. More and more people are giving up on memberships and resorting to green fee play because of the wide variety of public courses in the industry. If this fact means anything, then golf packages are the way of the future. The Granite Pointe Golf & Country Club can take advantage of various packaging ideas ranging from packaging with hotels, the pro-shop, food and beverage, local businesses, other courses, and even clubs in the community. These are just a few of the many possibilities available to Granite Pointe Golf & Country Club that we are going to expand on.

Packaging with hotels is a great way to increase customers and thus increase your revenue. We are aware of the accommodator rates that have been with the Viking Hotel, North Shore Motel, Heritage Inn and Baker Street Inn. The accommodator package sounds great but we suggest expansion on these packages and adding a few more hotels to the list. It won't cost anything to involve more hotels to the package and it will only bring in more revenue and increase advertising. The Prestige Inn would be an excellent packaging opportunity so we have designed a hypothetical proposal for Granite Pointe to bring up with them in the future. It consists of:

- A nights stay at their facility
- A round of golf at Granite Pointe
- Steak Dinner at Granite Pointe clubhouse
- Logo'ed golf balls from Granite Pointes pro-shop, bag of tees and bag tag
- Also a possibility of a round of golf at Kokanee Springs, Trail, Castlegar, or Balfour

A customer can purchase all of this for a packaged price of, ex: Green fee, dinner and cost of tees/balls and desired room rate. (\$69.95 room + green fee \$26 + dinner \$15 + \$3 ball and \$1 tees = \$114.95) This sounds like a great deal for the customer who usually pays \$89.95 room + \$32 green fee + \$15.95 steak dinner + \$3.50 ball + \$1 tees for a grand total of \$150.00. By promoting that the customer is saving \$35 by purchasing the package and giving them a complimentary bag tag thus adding service and free advertising the client feels overwhelmed. By adding this extra service, Granite Pointe can count on the customer being an excellent source of word of mouth advertising in the future. A Package with Kokanee Springs, Castlegar, Trail, or Balfour could be added to the bargain so that the customer can get two rounds of golf in, while staying for the weekend. Packages like this hypothetical situation can be set up with the Viking, North Shore, Heritage, and Baker Street Inn as well.

Golf packages can also be set up within the Granite Pointe facility. Golf weekends involving lessons with the pro, dinner, two rounds of golf, and added bonus

items can be advertised locally as well as put in Granite Pointes brochures. We feel that putting together a flyer that could be deposited in local mailboxes involving husband/wife, junior and beginner lesson/green fee packages, would go over well within the community. It would enhance club to community involvement and get new customers to the course as well as bring in potential membership opportunities. Dinner/golf packages, 2 for 1 couples nights and bad weather specials during slow times can be arranged easily and can provide a revenue that is non existent as of now.

Packaging in association with other businesses in the community is an option as well as a very good way of increasing free advertising and possible revenue. Businesses like A&W, Subway or Panagopolous Pizza that give out coupons are very approachable for an added value source. Along with a green fee, Granite Pointe could give out a two for one coupon for a Subway sub, free sub or hamburger coupon, or half price pizza coupons. These would an added value for the golfer as well as cheap advertising for Subway, A&W, or Panagopolous Pizza. We have seen this done before with other public and semi-private courses and it increases the value of service in addition to promoting golf course involvement within the community.

Other clubs within the community can be used for packaging as well. Clubs like the Lions Club, for example, have a wide variety of members. Packages like: Lions Club vs. the Legion for a fun tournament purpose could be organized, involving dinner at the course and prizes for a discounted green fee. Discounted memberships to Granite Pointe could be given to members of the Racquet Club, or Aerofit Gym as well as discounted memberships to the Racquet Club and Aerofit Gym for Granite Pointe members. This would provide an excellent source of possible new members in addition to promoting Granite Pointe among the other clubs members.

Packaging with other courses in the area is one of the best means of advertising. Maintaining a good relationship with courses in the area is very important for green fees. By setting up packages with near-by courses, Granite Pointe can increase word-of-mouth advertising, revenue, and become better known within the golf industry. A good word from the pro at Kokanee Springs to one of its customers can turn over a green fee to Granite Pointe in an instant.

We feel that packages can be set up with courses as far as Creston, Coeur d'Alene and Christina Lake which are not already involved in Granite Pointes packaging program. Involving popular courses like these to your list can only mean increased revenue for Granite Pointe and can be set up by means of a phone call and sending off some coupons. By trading 15% off coupons with Coeur d'Alene and giving them out with a green fee, Granite Pointe could bring in American dallars and encourage American visitors to come and visit the City of Nelson. The same could be done with Creston and Christina Lake to get travelers to stop off in Nelson instead of driving by.

As well as the packages set up with Trail; Balfour, Castlegar and Kokanee Springs a 5 course playing package involving a passport could be given out to golfers. If the

golfer plays all five courses within the span of a week he/she is issued a free round at one of the participating courses. It could be organized so that free rounds are given out on a fair course to course basis, so that one course is not honoring the bulk of the free rounds and losing revenue from the package.

Other ideas consist of a dinner at Granite Pointe, a green fee and another green fee that could be purchased by Granite Pointe at one of the other four courses on the passport, for a discounted price. By setting up a deal with the four other courses on the passport which involves them marketing tee times for Granite Pointe and vice versa, Granite Pointe could increase green fee revenue and eliminate more of the slow times at the club. For example, whenever a green fee player pays for a green fee, inquire as to which courses they have played in the area and offer to make them a tee time at one of the other four courses while they are staying Nelson. We feel that this would increase business, maintain a friendly relationship and provide prosperity for all of the five courses within the area.

Packaging is a key marketing tool in today's world of golf and if employed correctly can dramatically enhance the number of green fees played at Granite Pointe. Packages are easy to set up and can prove to be a great source of revenue. The packaging ideas that we have put forth are to the best of our knowledge and we hope they prove valuable to you when setting up some new packages within the community and with other golf facilities.

Promotion

Definition

Promotion is defined as the range of activity by which a business makes customers aware of its products and attempts to persuade them to buy.

Introduction

This document contains an overview to be reviewed on the importance of publicity as a marketing tool to build on the relationship of Granite Point Golf and Country Club with the City of Nelson. The objective is to cover the significance of increasing membership, promotion and public relations to the local community. Enclosed are some samples of viable programs that could be utilised.

The main objective is to have the management and directors realise the need's to take stock of their facilities, their community, their potential clients, and the promotional opportunities that presently exist or could be developed. Promotion of golf does not necessarily entail the commitment of large portions of the operational budget. In viewing the report our readers will learn that inexpensive and even free promotional opportunities are abundant.

Promotion

Increasing Memberships

Overview

In viewing the club's current financial situation we have learned that membership numbers are on the decline. The average age has increased on the average of three years per five-year term. Injecting stimulating ideas to increase memberships should be the first priority. The second would be to attract new and younger members to fulfil the declining membership.

Ideas to Value

VIP Program

A method that could be used to build memberships would be to send every current member a VIP card. This card would allow a member to bring a guest to the club, play golf using the golf car and enjoy lunch free of charge. If the guest using the VIP card would join the club, the sponsoring member would receive a \$100.00 gift certificate from the golf shop. This encourages members to bring prospective members to the club on the VIP program. Understand the benefits of a member's potential long-term revenue for this program.

Bonus Points

Each new member who is signed up will give bonus points to the established member who has been responsible for signing the new member. These points are redeemed either in the proshop or restaurant.

Non-members

Make it easier for non-members to play at the course. They are potential members, if they are made welcome. The money they spend is money Granite Point won't have to get from members. The key here is to study the activity levels during all prime playing times and revise member programs away from these optimal revenue potentials. The spin-off revenues could have valuable benefits to the bottom line.

Promotion

Ideas to Value (continued)

Associate Memberships

Offer associate memberships at a reasonable rate (\$45.00). For this they receive a discount on green fees, monthly newsletter and privileges to play in several scheduled monthly events. The beauty is increased activity and an active mailing list, which makes money for all. The benefits of this are to fill all scheduled events as most have blocked time for full capacity. This program would create a desire to play on weekends and other prime times should, in turn, equal some new membership sales.

Daily and Monthly Fees

The management of Granite Point Golf and Country Club should review this specified program of offering daily and monthly fees. Beginning September 1st offer an annual membership which requires no initiation fee but does require payment of first, eleventh, and twelfth month's dues with application. Memberships are available on either a single or family basis. This will maintain regular players and should have an addition of many new players. The "snowball" effect should be felt in golf cart fleet rentals, sales of merchandise, lessons, etc. To confirm the validity of this program have a local bank provide financing for the remainder of dollars owed at a low interest rate. This could be offered over 12 months, which would give the club cash flow leading into the off-season, and maintains the obligations between the member and the financial institution.

School Staff

Teachers and Professional Instructors

The first question is to ask your team if you ever had a favourite teacher. Probably every year there was one teacher who made your day. These teachers could be a source for junior membership increases. Consider the average age of the Granite Point Golf and Country Club is on the increase. Why not focus on the youth of the city to boost the club's future. There are two spin-offs for this program, which will be explained in two sections. The first would be to develop a teacher or professional instructor type of membership; offered at a lower rate would increase activity of this group. Traditions show percentages of teachers enjoy early morning play, which could justify early morning staff levels. Facts show that their level of play is strongly concentrated due to their profession but with the amount of schools in Nelson along with the college it would seem viable to explore this option.

Promotion

Ideas to Value (continued)

School Staff (continued)

Junior Tournament

The junior side of this would be to organise a tournament with the teacher and professional staff to be the captain of each team. Then have all the students go into a lottery draw to play with whomever. This is a guaranteed success and fun is sure to be the result. Prizes could include free junior memberships, lessons, club sales, and food and beverage sales, which are all benefits of this program. Host the tournament in mid to late June, which could spur some family or especially junior memberships. Again view the benefits of a lifetime membership started at a young age. This program is very cost effective as it brings in tournament revenues along with needed membership sales.

Promotion in Retail

Promote All Ways

Send out, along with a monthly newsletter, a list of all items on sale or discounted for the month. Each month it would be suggested to put a different section of both men's and ladies on sale each month. Along with this, eye catching displays are set up in the shop. Change displays often so the shop always has a bright look to it. In doing this, products are noticed, as they are located in different areas. This is a way to increase the viewing of the letter which will have members who have not been to the club could still produce sales. Another catch to this newsletter would be to insert a coupon attached to the letter, which would be redeemed as a prize program monthly. This ensures the membership would frequent the golf shop at a higher rate than before. This is especially popular when the Head Professional has a "pick of the month item" which again becomes popular with members. Initiate the sales in a tactful way and the sales will increase. The benefits are sure to ring the till in the golf shop more than the past at no large cost other than ambition.

Promotion

Ideas to Value (continued)

Fashion Show

A focused idea to increase business for the golf shop and the club is to host a spring and fall fashion show. This idea gives the people of the city a chance to attend the show to see the wares of the season. It is nice if it is done in a dining atmosphere. This will again produce revenues that the club is currently not receiving. A consideration is to host the fashion show in a mall that will draw the public sector. This crowd is generally not at your facilities and this show could draw them to you. This is spin-off revenue again that the club is not currently receiving. This also could be done with other clubs such as local soccer clubs, tennis, baseball, and other sport teams which would like to participate. Having membership tables at the show could produce more sales. Participants could come from all age ranges to ensure viewing of all lines of clothing. Participants could be rewarded for their efforts by percentage discounts on the wares they displayed at the show. Sales from this show should be produced annually.

Promotion

Guest Relations and Internal Selling

In this part of the document our objective is to differentiate to the Granite Point Golf and Country Club the observations to consider for implementation. When most people think about promotion, they tend to think of it in "external" terms.

However, there should also be a strong "internal" component of promotion, which is directed inwards, toward your on-site customers. The club should handle much of the internal selling itself, but the club should rely heavily on the front line staff to ensure this promotional task is completed at the highest of standards.

The staff should, in fact, be the biggest asset in this regard. It is their responsibility to have guests feel welcome at your property and ensure that their needs are well satisfied. After all, it is the attitude of the staff that will be remembered by members and guests. This will be the decisive factor that most often determines whether the customers return. It will also be the factor in determining the morale of the membership and the standard of the service culture you provide.

The attitude of the staff at Granite Point Golf and Country Club is often the paralleled measure that the management promotes. This is especially true in a small facility like Nelson provides the community. This is also true when staffing numbers as low as Granite Point because the close relationship with the staff. An analysis of your service culture should have the evaluation of the staff first, which could be a direct correlation to the management.

Management should also ensure that the staff is encouraged to make every effort for guests or members to spend more time whether it's a beer, bucket of range balls, another nine holes, or provide next purchases selling information.

If your culture adopts this approach, your guests will enjoy themselves more; return more often, and will recommend the operation to their friends.

In summary, the staff and management must ensure that selling doesn't stop when the sale is made.

Promotion

Combining all Elements to Promoting Golf in Your Community

The objective of this document is to stimulate discussion between the ownership, management team, and all recipients to implement the needed stimulus for Granite Point Golf and Country Club. The objectives of Selkirk College is to provide assistance on the current status of the club to improve the tangible products offered at Granite Point Golf and Country Club.

Such complete integration of operational practices is much like the full-service philosophy of any local business. It reflects the commitment to make golf a great experience in Nelson for your patrons, which will, in turn, increase the club's long-term rewards.

Observed and recognised is that this commitment may demand a more ideal "setting" than resources might allow, or a more involved promotional program than the club is able to handle right now. Understanding that an effort toward the stated objectives to be viewed will in turn increase revenue dollars, and still keep the golfer's investment as reasonable as possible.

Keep in mind that the goal of any club is to turn non-golfers into beginning golfers, beginning golfers into more experienced players, and the casual once-a-month player into the reliable regular.

In summary, promoting golf simply means:

- Understanding the game and what it has to offer the player of your community.
- Identifying the recreational needs that exist in your community based on the economic make-up of the work force, family lifestyles, and the resources available for recreational enjoyment.
- Determining what services you can offer at Granite Point Golf and Country Club to best meet those needs.
- Obtaining the professional help and materials necessary for those services; and
- Letting the community know you've got them.

The promotion of golf is a special challenge in itself. Knowing when to call on outside help for direction and answers is a function of sound management. "If you don't have the answers to your questions, surround yourself with the resources to get them."

CONCLUSION

Throughout this report, we have given a detailed description of three of the most important and effective marketing tools available to Granite Pointe: Programming, Packaging and Partnership. We reviewed current methods of marketing in these areas and have given several more effective and efficient methods of using these tools and directly applied them to the current financial and demographic situation of Granite Pointe. In the future, by applying a few or all of the forementioned methods and strategies to their current marketing situation, Granite Pointe will be able to offer an overall product that more closely matches their member and customer needs and expectations. In turn, the club will undoubtedly generate new business, encourage repeat business, increase customer spending in both the pro shop and food and beverage, promote the use of facilities during the off season and increase overall customer satisfaction. By applying these marketing tools in this rapid growing industry, Granite Pointe will have the opportunity to become one of the most attractive and successful golf clubs in the Kootenay area.

Meta-Marketing: Third Millennium Strategies For Canadian Golf Clubs

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Published by EduServ Inc. for Selkirk College
Golf Club Management & Operations
March 1998

Acknowledgements

This book evolved out of the combined intellectual contributions of many people associated with the Canadian golf industry. Since it was their guidance, wisdom and experience that made it possible, it is only fitting that they be recognized at the outset:

Members of the Selkirk College Golf Club Management Advisory Committee:

Jim LeFevre, Westbank, B.C.
Dennis Pellrene, Capilano Golf & Country Club, West Vancouver
Gary E. Browning, Calgary, Alberta
Grant Humes, Club Operations, Metropolitan Toronto Board of Trade
Ken Oleschuk, general manager, Swan-e-Set Bay Golf & Country Club, Pitt Meadows, B.C.
Peter Smith, Radium Hot Springs, B.C.
Teri Yamada, turf grass consultant, Royal Canadian Golf Association, Oakville, Ont.
Murray Blair, director of golf, Chateau Whistler Golf Course, Whistler, B.C.

Selkirk College staff who saw the need for such a manual and who unfailingly did everything in their power to make the research and writing task doable:

Cyndi McLeod, dean, Department of Tourism
Bob Falle, department head of the tourism careers
Wayne Schweitzer, head of golf club management and operations

And, finally, a huge thank you to the dozens of golf club managers and staff across the country who cooperated so willingly during the research and writing phases — it was these "real people" in the "real world" of the golfing industry who helped to direct and fine-tune what you have read.

Foreword

Before another marketing book is written, a single question should be asked:

Is it needed?

This question was posed to dozens of golf club managers across Canada in March and April of 1997 and, almost without exception, the responses were positive, albeit with some provisos that it must be "immediately useful," "Canadian-specific," "comprehensive," and "light on theory, heavy on the practical." Following is a synthesis of some of those comments:

- "...definitely needed, there are plenty of books about golf club operations in overview, but nothing that specifically targets marketing, and certainly nothing with a Canadian focus."

- "...given the rapid growth of competition in the industry the smart managers in the coming decade will be those who learn how to approach marketing in a more sophisticated manner. We need to know more about effective strategies and more about evaluating the likely outcome of marketing initiatives before funds are spent."

- "It's just starting to sink in with many of us, but everything we do has marketing implications...any book that ties it all together in an understandable and practical way will perform a valuable service."

- "The booming popularity of golf is both a blessing and a danger, a danger because fast growth areas like ours create the possibility of supply (number of clubs) outstripping demand...if this situation worsens, those club managers who succeed will be those who best understand marketing."

It was comments like these that shaped the table of contents. Canadian golf industry leaders said they wanted practical information and that is what we have attempted to provide. A conscious decision was made to not focus on the highly technical aspects of traditional marketing: macroeconomics, elastic demand curves, marginal analysis, etc. There is some degree of technicality in the chapters dealing with research and meta-marketing planning, but the topics are approached

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from the position that the planning and required tasks must be doable by individuals with no academic training in research or statistical analysis.

A Content Snapshot

In the ensuing chapters readers will learn more about:

- Chapter One: Future Scanning: What's Ahead in Canadian Golf
 - Relevant statistics and social trends
 - The human element in meta-marketing
- Chapter Two: Understanding Meta-Marketing
 - A definition and description of meta-marketing
 - A holistic look at the aggregate components of the marketing mix.
 - Why marketing?
 - Marketing as a philosophy of doing business.
 - Why some marketing ventures fail
- Chapter Three: Good Idea or Pipe Dream: Research Provides Answers
- Chapter Four: Winning with Advertising, Promotions & Marketing Relations
 - Effective Copy Writing That Works
 - Micro-Marketing
 - Direct marketing
 - The advertising media
- Chapter Five: Total Quality Service
 - Why Total Quality Service is critical to every golf organization

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- Chapter Six: Orientation & Training: A Marketing Opportunity
 - Orientation and training ideas to improve staff morale and golfer/guest satisfaction
- Chapter Seven: The Psychology of Sales
 - Sales and sales training tips to boost profits
 - Telemarketing
- Chapter Eight: Meta-Marketing Ideas File
 - Dozens of specific marketing ideas
- Chapter Nine: The Meta-Marketing Audit
 - An audit approach and instrument
- Chapter Ten: Preparing Your Strategic Meta-Marketing Plan
 - The strategic meta-marketing system
 - How to use strategic meta-marketing planning to help ensure marketing campaign successes

So, whether you work at a private, semi-private, daily fee, or municipal course, or if you are a lessee at a club, there is information in this manual that will help you better understand, streamline and make more profit from your marketing endeavors. Just as important, the strategies outlined are affordable, both in terms of time and money.

(NOTE: this manual also serves as a companion piece to a distance education course available through Selkirk College. More information on the course content and materials can be obtained by contacting Selkirk College at the address on the inside cover page of this manual.)

Chapter 1

Future Scanning: What's Ahead in Canadian Golf?

*"META: later or more highly specialized form of...;
change: transformation, more comprehensive, transcending..."*
- Webster's

MARKETING: the aggregate functions designed and employed by service- and product-oriented organizations to retain and enhance the patronage of existing clients and to gain the patronage of potential future clients.

Meta-marketing is a concept designed to assist Canadian golf clubs in "transcending" and making "more comprehensive" the traditional approaches and perspectives applied to marketing. But, why should this be necessary?

Because a case can be made that for more than a century marketing has been too narrowly defined and too tightly confined, even by many marketing specialists themselves. Typically, marketing has been defined as advertising and promotion — "paid" initiatives — while customer service, operational policies, public and media relations, interpersonal sales, packaging, physical plant, etc. have been viewed as areas somehow apart from marketing because they are "unpaid" involvements.

Golf club managers are urged throughout this manual to adopt an expanded

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marketing attitude — even a new philosophy if necessary — in line with contemporary thinking that almost everything an organization does has marketing implications, and that the single most important mission of every staff member should be to do one thing — **meet and exceed every conceivable guest and member expectation.**

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The best way to grow a successful business is to focus unerringly on marketing. Marketing is what creates and retains customers — these are the raisons d'être of any business.

Because marketing is such a dynamic undertaking, the daily priorities of a manager should be to not only market today's products and services in a superior manner, but to also constantly seek product and service innovations to ensure that what is offered in the future is distinct and better than what is being offered by the competition.

Almost Everything Is Marketing

Meta-marketing organizations are committed to the philosophy that almost **everything** falls within the rubric of marketing. This is logical because there are very few business decisions and actions that do not have the potential to influence the perceptions, attitudes and actions, either negatively or positively, of guests, members, the general public or staff.

Accordingly, this meta-marketing manual was written to aid readers in understanding the new "meta" role and breadth of marketing. It also has a bottom line financial bias:

If revenue growth and increased participation are goals at your club, what you need are strategies to turn:

- **nongolfers into beginning golfers;**
- **Beginning golfers into experienced golfers; and**
- **Casual, infrequent players into avid regulars.**

Within the pages of this manual are macro and micro strategies to help you achieve these goals.

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Before launching into the specifics about the aggregate functions of marketing and how to plan and implement them, it may be useful to examine relevant data and societal trends that promise to impact significantly on the golf industry in Canada in the coming years and decades. Building and maintaining an awareness of current and future statistical projections and trends is an ongoing task of meta-marketers.

The purpose of including this factual information in Chapter 1 is to set a scene for Canadian golf today and well into the third millennium. At the outset it must be emphasized that data and trends suggest that the long-term future for golf in Canada is extremely bright within the constraints of supply and demand, e.g. an appropriate number of clubs to serve the number of golfers available. Where supply and demand exist in logical synchronicity, the opportunities for growth will be tremendous for those managers who analyse, plan, implement and evaluate wisely. Following is a collection of information to support the tone of optimism.

(Sources: all data gleaned from Statistics Canada, and reports by the National Golf Foundation, and the Royal Canadian Golf Association):

- Most significant is the fact that golf truly is "the game of a lifetime;" no other sports activity can be enjoyed by participants from eight to 80+. The potential participants for North American golf courses in the third millennium number more than 300 million people — the marketing potential is incredible and almost without equal in any industry.
- Playing on almost 2,000 golf courses, 90 per cent of which are public or semi-private, the national golf participation rate in Canada is 19.4% for people more than 12 years of age — that translates into about 4,785,000 golfers in Canada alone.

Of course, this also means there are about 25 million Canadians who **do not** golf, the potential for growth and expansion is enormous.

- Canadian golfers averaged 14 rounds of golf in 1996 — or an estimated 67.3 million rounds nationwide.
- At \$20 per round, the 67.3 million rounds played in Canada in 1996 represented an expenditure of about \$1.3 billion.
- The highest golf participation rate is in the Prairie provinces

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where about 27.5% of people over the age of 12 play golf. B.C. and Ontario are next in line, with participation rates of 21.7% and 20.3% respectively.

- Of the 4.8 million Canadians 12+ years of age who play golf, 1.3 million are female — this is only 27% of the total and yet women comprise slightly more than 50% of the population — clearly women are a demographic area that should be investigated and targeted.
- Of the 359,000 junior golfers in Canada (people between the ages of 12-17) 84% are male — 1 in 4 male teens play golf but only 1 in 20 female teens play.
- There are 1.8 million core golfers in Canada who play eight or more rounds per year.
- The average age of core golfers is 45; the highest participation rate among core golfers is among men aged 50-64, but the largest number of core golfers are those between the ages of 18-34 — 489,000 people.
- Core golfers accounted for about 84% of all rounds played in Canada — 56.5 million of the total 67.3 million rounds played.
- There are an estimated 2.6 million occasional golfers in Canada who play between 1-7 rounds each year.
- Of the 67.3 million rounds played in Canada in 1996, 49.7% were played at semi-private courses (33,187,000 rounds), 31.0% at public courses (20,707,000), and 19.2% at private courses (12,830,000 rounds).
- There are more than nine million baby boomers in Canada, the first of whom turned 50 years of age in 1996. This is a huge segment of the population proportionately (42.6 per cent of the Canadian population over the age of 15), and one, which is going to spend increasing amounts of time and money on leisure activities, social involvements, and health-related products and services.
- There are 90 million baby boomers in the U.S. who mirror the potential of Canadian boomers — a significant portion of this large market can be lured to Canada after conducting appropriate research and then through the use of intelligent marketing strategies.

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- The population distributions in other developed nations also reflect those of Canada and the U.S. and there is the possibility of attracting a percentage of hundreds of millions more people who now have, and who will have, the time and disposable income to patronize Canadian golf clubs. (NOTE: according to the United Nations, there will be 825 million people over the age of 65 living on the earth in the year 2025.)
- As people age they tend, generally, to seek less physically demanding and potentially less hazardous recreational activities. This means that the tremendous boom in sports, such as downhill skiing, that occurred through the 70s and 80s, will shift increasingly to pursuits such as golf. The really good news is that demographics indicates the shift will continue for the next 30+ years as the boomers, born between the years 1946-1966, who are in their late 30s to early 50s today to a wide band of retirement ages from the years 2015 through 2040+.
- Life expectancies are increasing quite rapidly and the majority of Canadians in their 40s and 50s today will live healthy and active lifestyles for at least two decades after retirement. Statistics Canada notes that men and women in mid-life today can expect to live to their mid-80s and beyond — tens of millions of these people will remain sufficiently active to engage in golf well into their 80s.
- As the population ages, and as people have more leisure time, golf travel and golf trips will become increasingly common and popular. It is estimated that golf travelers spent almost \$7.8 billion in the U.S. market alone in 1986, a figure that has certainly grown significantly since that National Golf Foundation study.
- Per capita spending on recreational services and equipment is growing rapidly across all age brackets. In 1969 the annual per capita spending on recreational services and equipment was \$207, or 9 per cent of total expenditures on consumer goods and services. By 1994 the annual per capita spending had risen to \$1,766, or 11.4 per cent of all expenditures (source — The Canadian Global Almanac 1996).
- In 1994 alone, Canadians spent \$53 billion on recreational services and equipment.
- The StatsCan publication *As Time Goes By ... Time Use by Canadians*, reveals that Canadians 15 years of age and older in 1992 spent, on average, 5.7 hours each day on leisure activities (6 hours for males, 5.5

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for females). At age 65, however, time spent on leisure activities jumps to 7.7 hours per day. (NOTE: baby boomer women had the least time for leisure activities at 4.4 hours per day.)

- It is important to note that "leisure time" statistics should be analyzed carefully because there are numerous categories of people, such as: employed and unemployed, teenagers, baby boomers, and seniors, and because included in leisure activities are a range of involvements: socializing, passive leisure and active leisure. Since golf would be considered "active" leisure, the amount of time available was as low as .6 of an hour each day for married mothers, to a high of 1.8 hours a day for unmarried, senior females living alone.
- Men consistently enjoy more leisure time than women at almost every stage of the lifecycle, with the exception of post secondary students aged 18-24.
- Despite concern among some people in the industry about the need to have an 18-hole facility in order to compete effectively, almost one-half of the courses in Canada are 9-holes.

There is a wealth of important meta-marketing information in the foregoing two dozen points. The challenge is to create ways to effectively analyse how the statistics and trends apply to your situation, to prioritize those that are most applicable, and to then develop marketing plans to capitalize on today's and tomorrow's societal needs and expectations.

For example, what did you think when you read the following information in the foregoing statistical points:

- Baby boomer women have the least time for leisure activities at only 4.4 hours per day; and
- Of the 4.8 million Canadians 12+ years of age who play golf, 1.3 million are female — this is only 27% of the total and yet women comprise slightly more than 50% of the population.

Enterprising marketers could see significant potential in the foregoing points and could develop strategies to capitalize on the relatively low female participation rate. For example, when asking why females don't participate in golf as much as men, two points are almost always ranked points 1 and 2:

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1. "I don't have enough time;" and
2. "I don't know how to play and don't want to feel awkward and look inept."

In reference to point #1, there would appear to be an obvious correlation between available leisure time and the female participation rate for golf as women are forced to prioritize roles: mother, wife, career, cook, nurse, shopper, etc. etc. When discussing this point a group of women quickly came up with a possible solution:

"Offer daycare centres with affordable rates."

For point #2, a possible way to address concerns was:

"Offer lessons and programs to allow interested women to improve their game in an environment where personal embarrassment isn't a concern."

Point #2 leads into other areas that meta-marketers should add to their professional development arsenal — social trending and psychographics (psychographics are detailed in Chapter 2).

The Importance of Social Trending

While demographics and other statistical data makes a very compelling case for golf's bright prospects, progressive golf meta-marketers must also become sensitive to analysing and foreseeing social trends that will exert powerful influences on the industry — failure to anticipate social trends could see individual clubs, or the industry as a whole, playing catch-up or losing market share to other recreational operations and offerings.

PREMISE: trending awareness should be job #1 for golf managers — the reasons are compelling:

- Aging people are increasingly attracted to lower impact sports
- Older, childless people have more discretionary time available
- Older, childless people, in general, have more disposable funds
- Aging people feel a need to be outdoors engaging in moderate exercise
- Older people like safe, controlled, aesthetically pleasing environments
- aging, empty nesters value social and sports outings for social contact
- Many empty nesters feel a void in life and want to feel they "belong" (clubs can fill such a void)
- The echo-baby boom and generation X'ers are also huge potential markets waiting to be wooed in the coming years
- There is huge potential in the teen market — currently only about 360,000 (15%) of Canada's 2.4 million teens play golf.

Although it seems easy and logical to extrapolate possible opportunities from these social trends, golf club managers need to dig deeper to analyse how and if existing and future marketing initiatives are in sync with the unstoppable momentum of society.

Now, more about social trending.

Preparing for the Trending Waves

In her 1992 bestseller, *The Popcorn Report*, (HarperCollins), Faith Popcorn focused on social trends that are shaping society today and that promise to continue to do so in the coming years. Several of the macro-trends are particularly relevant to golf managers and the goal in the coming years will be to create proactive micro-strategies and tactics at precisely the right times, in the right mediums, and in the appropriate emotional and psychological tones:

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- Cocooning: although Popcorn's version of cocooning predicts that more and more people will opt to stay home and pamper themselves in the comfort and safety of their personal "cocoons," there is also "social cocooning" whereby people seek out others of like minds and interests to cocoon outside of the home but still in controlled environments — e.g. a private golf club.

This trend toward cocooning is expected to continue and strengthen as our society ages and golf clubs that recognize and respond intelligently and creatively to the comfort, safety and contemplative aspects of guest/member psyches will realize increased patronage.

(NOTE: one veteran golf club general manager suggested in an interview that the baby boomers are currently "part of the problem" because many boomers lack the feeling of "needing to belong," and, in fact, value variety and the flexibility to play several, or many, different golf courses. With millions of boomers practicing what amounts to subconscious nonloyalty toward any single club, the meta-marketer's goal of finely tuned market targeting to ensure repeat patronage is made much more difficult.

The bright spot in this scenario, if the cocooning trend is accurate, is that the aging boomer golfers will, over the next 10-15 years, become increasingly less inclined to "play around," and more likely to desire a feeling of belonging.")

- Fantasy Adventure: Popcorn envisions fantasy adventurers as people who crave thrills but who don't want the risks associated with a genuine African safari, or mountain climbing, or whitewater rafting, or a host of other potentially hazardous activities that are often connected with the word "adventure." Her premise makes sense because urban life is the norm for most North Americans and adventure is not something easily accessed. Add to this the fact that as the population ages many people no longer have the stomach for "real" adventure where bones can be broken or nasty diseases contracted that can turn an adventure holiday into a long stay in the washroom.

In this milieu a whole new world of marketing possibilities could open for golf clubs that create and offer environments, products and services to capture the "fantasy adventure" feeling, or in Popcorn's words: "...offer the safely familiar with an overlay of heart's desire."

- Small Indulgences: in recent decades past, most people were prepared to accept a life molded around a 24-hour clock that demanded: 1/3 work, 1/3 for home/family and 1/3 for sleep — this is no longer enough and people

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demand more. Although most of us will continue to have the traditional demands on our finite 24-hour day, we also want to carve a larger piece out of the day somewhere for "small personal indulgences" so we don't feel we're sacrificing our lives to everyone and everything except ourselves.

The small personal indulgence is another trend on which golf clubs can capitalize. What exactly constitutes a small personal indulgence will vary widely between individuals, but research via focus groups and the like should be able to identify product and service themes and options that are feasible. While people are prepared to "indulge" in these indulgences, meta-marketers will still have to keep some realities in mind; specifically the indulgences must be efficient in terms of time, and affordable luxury in terms of money. People want to be pampered, but they will define it and demand it on their own terms.

- **Cashing Out:** the cashing out trend can be applied to two societal segments:

1. People in mid-life who choose to opt out of the rat-race in favor of entrepreneurship and/or a slower life in suburban or rural Canada; and
2. To the 100 million retiring North American baby boomers.

Both of these market segments represent huge potential and there is little doubt that golf clubs across the continent can and will be able to reap benefits if they offer the environments, products and services that these people desire. Obviously the move toward real estate developments created around luxury golf courses is part and parcel of this trend and it will gather momentum for decades.

- **Staying Alive:** ask almost any golfer why they like to golf and one of the reasons you are likely to hear will go something like this: "It gives me an excuse to get some exercise."

Taking better care of our bodies is another social trend, and it is probably more powerful potentially than any of the others covered. Never before in the history of humankind have people been so aware of their mortality and about what needs to be done to prolong life as long as possible in the interest of continuing an active and vital lifestyle. Golf clubs that can answer and respond to the subtle, and not so subtle, "staying alive" need will be acting intelligently in a marketing area with enormous potential (not only golfing itself, but a host of other health-related service and product offerings that can be offered to guests and members.)

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- **The Vigilante Consumer:** Popcorn asserts that the buyers of goods and services are more aware and more demanding today than ever before. We want quality, we want service, and we want both of the foregoing at a reasonable price. Those organizations that give us what we want will succeed, those that don't we abandon in a heartbeat. There is an important message and lesson here for golf club meta-marketers.

While most people are prepared to accept a slightly lower level of quality and service at municipal golf courses (offset by lower fees and often convenience of location) guests and members are very unforgiving if they perceive quality or service is lacking at clubs that promote themselves as prestigious. Today's consumer is extremely discerning and recognizes top-notch service and quality — or the lack of. Golf clubs that pride themselves on being elite must maintain a constant vigil that guest and member expectations are not only met, but also exceeded. More about this in the chapter about Total Quality Service.

- **99 Lives** is a trend describing our frenetic lifestyles and the fact that most of us wear many hats, have many responsibilities and obligations, and are pulled in so many directions over the course of a day, week, month or year that we almost need 99 lives to keep up. What does this mean to golf clubs? It means that for most people time is at a premium and that customers are most responsive to marketing overtures that both recognize and respond positively to this time pressure. Think back to the Statistics Canada data at the beginning of this chapter that revealed people have, on average, only 5.7 hours of discretionary time. Now think about how much time it takes to travel to your club and enjoy nine or 18 holes. What can you do to make the experience both maximally enjoyable and as efficient as humanly possible?

- **Save Our Planet:** It's difficult to believe there are many people left on earth who haven't tweaked to the burgeoning environmental issue that has become so well publicized over the past 20 years. Fortunately, most golf clubs are already in tune with the need both to create an environmentally friendly retreat and to then communicate this fact to guests and members — and just as importantly to potential guests and members.

In both urban and rural areas golf clubs represent an opportunity for people to experience a blending of nature with the ambience of a huge garden. By creating courses that offer nature walks through wildlife habitats, bird sanctuaries, and pristine water conservation areas, golf clubs advance their image considerably.

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- **Focus on the Family:** In general, families today talk more and do more things together than in previous decades, a trend attributed to better educated parents who are more aware of the need for better communication and active familial involvements. These echo-baby boom parents are receptive to recreational ideas that enable the entire family to participate together in a unisex sport, which combines moderate exercise and mental discipline with a pleasant outdoor experience. And, the fact that families can golf for less expense than would be incurred participating in most other sports (including bowling) is an added marketing bonus.

The foregoing is only a small sampling of the type of information that is very important to meta-marketers. Within such factual detail and trending projections awaits a myriad of potential opportunities that will be identified and exploited by successful golf course managers in the coming years.

The managers able to most effectively capitalize on opportunity, however, will be those who best understand the human element that exists within their own clubs.

"The future ain't what it used to be."

— Anonymous

"People buy products for what they can do, not for what they are."

**— Buck Rodgers
Former IBM Executive**

"Loyalty is the absence of a better value (or service) alternative."

**— Dave Nicholl
Cott Beverages**

"The significant problems we face cannot be solved at the same level of thinking we were at when we created them."

— Albert Einstein

"Discomfort is associated with learning and changing and it sure beats boredom and apathy."

— Jim Harris

THE SELF ASSESSMENT CHALLENGE FOR MANAGERS:

Managers rarely see their organizations the way they are seen by customers or by employees.

Managers see their organizations the way they want to believe they are.

Managers create their own assessments of reality and, once formed, these assessments are very strongly held. These strongly held convictions include the way we look at our organizations, and the ways in which we interpret people and our world.

Identifying strategies to help analyse reality objectively, and when necessary, to deliberately modify or change perspectives and actions in accordance with the objectives analysis, is the manager's greatest hope for success.

The Human Element

Bottlenecks are always at the tops of bottles."

— Lou Pritchett

Organizations cannot be successful without leadership, and in no area is leadership more important than in the area of meta-marketing. Since meta-marketing determines both how your organization performs, and how it is perceived by golfers and guests, the marketing function should be a top priority for general managers and not something relegated to "middle management" — an assignment that suggests it is of "middle importance."

In line with findings that created what has become known as the Hawthorne Effect, things tend to improve when we focus on them — this is particularly true of meta-marketing. The more you think about marketing, and the more you encourage staff members to see marketing significance in everything they do, the more pervasive good marketing practices will become at your club. The goal is to engrain a marketing mentality so deeply throughout your organization so that every action and decision is automatically assessed for its marketing implications.

As leaders who place top priority on meta-marketing, golf club GMs should be constantly on the lookout for new ways of doing things that represent operational improvements both from external and internal perspectives. Being able to visualize, plan and stimulate proactive, constructive change is a characteristic of good leaders. In the words of Everett Anstey, of Sun Microsystems, "If 25 per cent of my work isn't substantially different from last year, I get worried."

About Change

People almost always resist change.

Corporate life is difficult.

There are no permanent solutions, only constant change and the emergence of new problems (challenges).

Peace and tranquility in business are illusions.

The greatest threat to leadership and career advancement is becoming addicted to the comfort zone — that place where you always feel competent.

The most innovative managers learn to become comfortable with the uncomfortable to the point that change is not only palatable, but also actively sought.

Do you agree with the foregoing statements? If you do, you may agree also with the characteristics of innovative and progressive managers who:

- learn continually (and actively encourage — even require — all staff members to do likewise);
- Accept change as the only certainty in business;
- Embrace uncertainty as opportunity, both at personal and organizational levels; and
- Gain no comfort from the status quo.

It may strike some readers as unnecessary to repeat an oft-heard management cliché that "organizations don't change, people do." And yet, as seemingly trite as the saying may appear, it is a business truism that should be repeated daily, like a Buddhist mantra, by all managers, because it serves to remind us that organizations aren't really substantive entities — only the people who work in them are alive and dynamic. Of course, what these "live" and "dynamic" people actually accomplish is at the crux of the matter and this is where managers see themselves as having influence.

But how do managers influence people?

Some would answer that managers can influence staff because:

"Managers have, or acquire, knowledge or skills that enable them to lead others."

But does knowledge enable one to lead?

Not at all.

In a practical sense, knowledge is nothing more than theory and theory has no substance. One only leads effectively when knowledge (theory) is applied to "do" something of importance, and when one has the ability to analyse, to plan, to implement, and to evaluate, and, most importantly, to be able to teach others how to do the same things.

Accordingly, this manual can't solve problems or provide marketing miracles by offering "the 10 critical success steps," or "the definitive implementation blueprint." All it can do is examine a range of possibilities and delve into new

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insights and ways of approaching challenges. The task for you, the reader, is to assess what is written, and to measure it against what now exists in your organization. In those cases where you feel uneasy that all may not be as it should be, analysis, planning, implementation and evaluation may be in order.

As well, if a meta-marketing system doesn't already exist in your organization, it isn't something that can be instituted easily or quickly. Learning that senior management intends to effect "change" across the entire organization will almost certainly freak out some staff members and you will encounter few who welcome it. Plan the changes incrementally, and seek consensus not only for "what" should be done but also for "why" it should be done — staff must see how changes will benefit them.

Wisdom comes from good judgement.
Good judgement comes from knowledge.
Knowledge comes from experience.
Experience comes from making mistakes.
Mistakes come from learning new things.
Learning new things builds experience....

It is when we are most successful, when things are going smoothly, that we most resist change and are most at risk of complacency. When we are complacent we tend to miss paradigm shifts and the opportunities they create. Resist any urge to think that what works today will be good enough next year.

Chapter 2

Understanding Meta-Marketing

*"To sell John Smith what John Smith buys,
you must see John Smith through John Smith's eyes."*

- Anonymous

This quote, in 17 words, sums up the totality of meta-marketing and of its many components: sales, advertising, service etc. It's truth is self-evident and each of us can easily apply it to what drives us, personally, as purchasers of products or services.

Seeing your club through your golfers' and guests' eyes should be Job #1 — always.

Two Views on Marketing

The mechanics and processes of marketing are neither difficult, nor complex. And yet, rarely are marketing plans as successful as they could be. Why? Because people tend to skip important steps. More often than not marketing in the workworld is a truncated two-step process: plan and implement. Sometimes there is a third step where the people who planned and implemented then have to justify that the plan actually worked — rationalization and cognitive dissonance often come into play. This isn't a description of marketing at its best.

To be maximally successful, every marketing plan should entail each of the following steps. They should be followed unerringly and sequentially:

- 1. Idea*
- 2. Research idea with existing and potential guests/members*
- 3. Plan (differentiate, segment, target, etc.)*
- 4. Test the plan with customers to determine if the impact is positive*
- 5. Refine the plan*
- 6. Implement the plan*
- 7. Measure and evaluate results*
- 8. Refine and improve the plan*

Why don't people follow all the steps? Note that steps 2, 4, 5, 7, and 8 involve research, testing and refining, all undertakings that require knowledge and time and which can be tedious. Still, critical questions arise from a decision to short circuit the process:

1. If you don't do the research to enable objective evaluation and subsequent refinement of products and services, on what quantifiable bases are you making your decisions?

2. Can anyone be confident that revenue and profit are being maximized in the absence of customer research and the subsequent product and service refinement that research makes possible?

3. *Without the early research, testing and refinement, how can managers make reasonable projections about revenue and the likelihood of a marketing campaign's success? (The alternative is to plan and implement and then cross your fingers and hope you've guessed correctly — there will be winners and losers with this methodology.)*

To demonstrate how research and refinement aspects of meta-marketing can work in the real-world, we can contemplate the different approaches used by two golf club general managers responding to questions during marketing audits. The questions were designed to determine what advertising and promotional initiatives had worked best for the clubs in recent years. One query probed whether or not tee off starters, greeter hosts, or other staff were involved in tracking the effectiveness of specific advertising and promotional vehicles by routinely taking a moment to two to tactfully survey golfers or people who telephoned the club.

One GM responded that his club had made a policy decision not to survey golfers or callers because:

- marketing questions might taint the golf experience for players who just want to relax and who don't appreciate such overtures; and*
- staff was too busy to ask such questions anyway.*

The second GM, also at a high end suburban club, said his management policy was to absolutely require that designated staff members spend the 30 seconds or so it takes to ask as many guests as possible:

- what advertising or promotional vehicles, or other influences, were most successful in helping to shape their decision to play there; and, after the golf experience*
- what they liked most about the course, facilities and services, and, what they believed needed improvement.*

His rationale was summed up like this:

"Initially staff didn't like having to ask questions all the time, but after they witnessed how the pooling of

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information enabled us to make improvements, and after getting a lot of credit from golfers who really appreciated that we took the time to ask their opinions, I believe most of our staff now understand the importance of knowing how people find out about us, what they like about our club, and, just as importantly, what they don't like.

"You can get this type of information in annual surveys, but it's a lot more dynamic and it covers a wider range of golfers and prospective golfers when it's done on a daily basis. Besides, who wants to wait a year to change something that annoys people? We are able to make many improvements and adjustments quickly and easily but only because we take the time to ask the questions.

"I can't imagine abandoning this type of informal research. We spend several hundred thousand dollars a year on advertising and promotion and it makes no sense to me to be in any doubt about what works to our advantage and what doesn't."

About Meta-Marketing

"META: later or more highly specialized form of...; change: transformation, more comprehensive, transcending..."

- Webster's

MARKETING: the aggregate functions designed and employed by service- and product-oriented organizations to retain and enhance the patronage of existing clients and to gain the patronage of potential future clients.

A Meta-Marketing Overview

Arguably, the most important purpose of this manual is to build support and acceptance for the premise that the marketing function should be given new and expanded status at golf clubs. Specifically, marketing involvements and the people responsible for the planning, implementation and evaluation of marketing initiatives should cease to be seen as separate departments, often somewhere in the middle of the management hierarchy. Business leaders committed to a meta-marketing philosophy will view their organizations holistically and believe that marketing is totally pervasive throughout the management structure. Meta-marketers see marketing opportunities everywhere and strive to make marketing seamless and integral within organizational culture.

In practice this means that marketing should receive careful consideration in every initiative, every decision, every critical service incident and every physical aspect of a club where the slightest potential exists to influence guest and member and potential guest and member perceptions and subsequent actions. Significantly, almost everything animate and inanimate at a club has this potential. For example:

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- the way staff members answer the telephone is part and parcel of marketing. Comprehensive total quality service telephone training should be provided to every staff member who answers a telephone; each staff member should be fully conversant with all aspects and offerings of the club; and each staff member should be able to cope efficiently and effectively with every conceivable situation that may arise.
- if your club uses answering machines or voice mail, are outgoing staff messages carefully scripted to create a positive impression? to take advantage of the opportunity to enhance the image of your club? to spur the caller to some kind of action, either to get more information or to "buy" something?
- your written communication, both internal and external, should be approached with marketing constantly in mind — never lose an opportunity to "sell" the offerings of your club; scrutinize print materials closely to rout out the coldness that often creeps into written communiques, and never doubt that staff members can be either incredible ambassadors or serious detractors in their communication with people both at work and during off hours.
- the first visual impression golfers form of your club will likely be the highway entry — it should be aesthetically pleasing and inviting, likewise with all grounds — they set the visual standard; and
- once past the entryway, people unfamiliar with your layout should not have to search for directional signs — signs should be attractive, highly visible and easy to follow;
- what kind of impressions do your physical premises make on golfers? Are all areas clean, orderly and pleasing to the eye? Are chairs comfortable? Are facilities arranged logically? Are menus clear, attractive, and tantalizing? There are virtually dozens of such situations to assess and the analysis should be done with one goal in mind — to ensure that all golfer impressions are positive;
- how are guests and members greeted? how are they served? how

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are questions or problems dealt with by staff? how are guest and members bade farewell, and how is follow-up communication designed to encourage regular future patronage?

- is appropriate training provided (and regularly reinforced) to ensure that every staff member can respond to every member/guest need or request for assistance? — all staff and guest/member interactions should be positive with no negative experiences for guests/members that can be attributed to improperly trained or poorly motivated staff.
- what words and psychological concepts and prompts do you use in your advertising and promotions to elicit positive golfer responses? how do you tailor your advertising and promotions to achieve micro-marketing efficiency and effectiveness?
- are your policies marketing friendly? do you take reservations? do you solicit leagues? do you accept cheques? what about a rain-out policy? do you offer senior citizens' rates? Creating, honoring, and designing new golfer-friendly policies is all part of meta-marketing.

There will be much more discussion about meta-marketing throughout this manual but hopefully, in this brief overview, readers have gained a slightly better appreciation for the marketing philosophy, direction and specific information that is to follow.

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Marketing Credo: "If you wish in this world to advance, your merits you're bound to enhance; you must stir it and stump it, and blow your own trumpet, or, trust me, you haven't a chance."

— W.S. Gilbert

The purpose of an intelligent marketing plan is to identify, acquire, satisfy and retain customers.

Maximizing the Meta-Marketing Mix

Before proceeding further, it's important to clarify what marketing is and what marketing isn't. First, contrary to what many people believe, marketing is not advertising. Actually it is advertising, but advertising is just one component of marketing. Golf club managers should begin to think of marketing as suggested in the Webster's definition, as: "...an aggregate of functions..." These are precisely the right words because marketing consists of all the following:

- research (SWOT analysis, environmental scan, demographics, geodemographics, psychographics, etc.)
- advertising
- promotion
- micro-marketing
- sales and "after sales" follow-up
- targeting
- segmentation
- service
- policies
- differentiation
- guest and member relations
- public relations
- news media relations
- product mix
- service mix
- pricing
- internal and external communication
- packaging
- positioning
- repositioning
- staff recruitment, orientation and training
- scanning for new "needed" products & services
- physical plant and facilities.

Most golf clubs are involved with or consider all, or most of these aggregate functions in day-to-day operations. They are called the meta-marketing mix. Knowing how to use all of these marketing components to your best advantage

helps assure that goals are not only met but are exceeded. Each concept is covered indepth in this manual.

A Diverse Potential Revenue Base

In the vast majority of situations, marketing is pursued as a way of attracting customers who are willing to pay for products or services. Given this reality, it is incumbent on golf clubs to assemble as complete a list as possible of the diverse potential revenue base that exists. A literature review of golf publications reveals that golf clubs across North American currently serve guests and members, and attract increased revenues, in many ways, both during and off-season. Such a broadening of the revenue base is important as competition stiffens and as operating costs escalate. Many clubs are shaping themselves as multiple-use, year-round facilities, with offerings which include the following:

- daily green fees
- memberships
- driving range fees
- proshop merchandise
- proshop technical and repair services
- proshop lessons
- clubhouse food and beverage
- locker rentals
- special event catering
- cart and equipment rentals
- tournaments
- space rental for events
- cross-country skiing, skating, sledding
- fund-raising events
- sponsorships
- fitness centre and spa
- tennis courts
- swimming pools
- indoor racquet sports
- child care (and lessons for youngsters)
- licensed beverage carts

Clearly, not all golf clubs can offer this entire range of service and product offerings, but each should be considered and systematically analysed and researched for its appropriateness and profit potential. The ones that appeal to your customers, and that have profit potential, should mesh with what are known

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The Four Rights

The first rule of meta-marketing is that profitable products and services are not hard to sell if you do four things. Make the products or services available:

- to the right people;
- at the right price;
- at the right time; and
- in the right place.

As simple and obvious as the four rights may appear, untold numbers of golf clubs have found success elusive because they:

- chose to offer products or services that weren't sufficiently in demand or that were too difficult for golfers to access;
- didn't meet golfer, or potential golfer, expectations in terms of product/service quality or price;
- didn't target golfer segments finely enough;
- didn't micro-market;
- didn't differentiate themselves adequately to ensure that they exceeded the excellent offerings of the competition and studiously avoided the failings of their competitors;
- failed to plan and implement an effective meta-marketing strategy — net result, not enough golfers learned about their excellent products or services; or
- they reached golfers but spent so much doing it that the cost of marketing (advertising and promotion) itself was overwhelming. More is not necessarily better in marketing — advertising and promotional expenditures can easily swamp a budget and smart meta-marketers conduct careful research to ensure that returns will exceed expenditures by predictable and acceptable margins. The probable returns should be known before resources are expended.

Fortunately, all the foregoing dangers and risks can be reduced and even eliminated through rigorous research and refinement, careful planning and

implementation, and ongoing evaluation — the hallmarks of comprehensive meta-marketing programs.

Meta-Marketing Progression

The following graphic gives visual representation to 10 clear steps that should be followed for every meta-marketing concept. The steps are logical, yet too few marketing specialists proceed sequentially with each step. Often people choose to skip steps. Study the steps and think carefully about how each one serves to dramatically improve your chances of success for any given marketing initiative:

META-MARKETING PROGRESSION

1. Know your products/services
2. Research your guests/members and potential guests/members — micro-market
3. Segment and target existing and potential guests/members
4. Create ways to differentiate your club from competitors
5. Define objectives, strategies, and tactics and develop a preliminary marketing campaign
6. Test planned initiatives to ensure they meet target guest/member expectations
7. Finely tune cost and revenue projections
8. Execute the marketing concept
9. Measure and evaluate results
10. Refine and improve the plan

Examples and ideas about how to apply each of the steps are provided in Chapters 3 (research) and 7 (marketing planning). The remainder of this chapter focuses on

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specific concepts and "pieces" of the marketing puzzle that are needed to assemble a complete picture and achieve optimal results.

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"Marketing is the practice of satisfying customer needs and desires. Profitability is the measure of how well it is done."

About Segmentation and Targeting

Segmentation: the identification of guest and member characteristics that have marketing significance.

Targeting: the creation of strategies to reach specific customer segments in ways that achieve maximum penetration of your marketing message(s) at minimum cost.

No product or service appeals to everyone, except perhaps food, and even with such a staple of life there are tremendous differences in tastes, budgets, where people choose to shop, etc. In a highly competitive industry such as golf, every manager needs to think carefully about market segmentation and targeting.

Obviously everyone doesn't golf, but the 4.8 million Canadians who do would be your potential "target market" if you intended to market Canada-wide to draw more people to your club who are already golfers. Clearly this isn't practical for any golf club, since only a fraction of that 4.8 million people have any likelihood of making their way to your gate. Statistics Canada, or your municipality or other government sources can tell you precisely how many people reside within specific geographic zones, and how many people live within or travel to your area. A percentage of all of these people (about one in five on average) are your most likely target prospects if you want to extend a message to existing golfers to either:

- a) encourage current patrons to golf more; or
- b) to appeal to golfers who patronize other clubs to try your facility.

The rest of the population (nongolfers) who reside in your geographic area, or people who travel to your region, are also potential target prospects, some of whom have good potential, and some of whom have very low potential — the challenge, unless you decide to mass market to everyone within your region, is to discover how to reach those people where there exists good new golfer potential to ensure that marketing expenditures are expended as efficiently as possible.

This is where segmenting comes into play. Within the golfers, and nongolfers, you identify to target, there are individuals with different desires, needs, wants, expectations, budgets, and limitations on time available both for the game itself and for the time it may take to travel to a specific club — groupings of people with

similarities that make them responsive to a golf marketing message comprise "segments" within the total target market.

Unless you can afford to market to everyone, and to realize a profit by doing so, it is very important to make the distinction between target audiences and segments in meta-marketing research, planning and implementation.

The research methodologies covered in Chapter 3 should go a considerable distance in helping you segment and target. Segmenting should tell you if your customer base is sufficiently large for you to be profitable, and targeting will enable you to determine if you can afford to reach the market segments in a cost effective manner — in general, the more finely you can target and segment, the less money you will waste on people with strong buyer resistance and the more resources will be available to influence those most likely to take up golf or increase their regularity of play.

Segmentation Example

To provide an example of how detailed you can get in segmenting your target groups we refer to research undertaken in the 1980s which surveyed 400 golfers from courses in Texas. The researcher wanted to know what personality profiles described golfers, and what benefits the golfers believed they derived from the game. The information gathered identified different profiles or "golfing types." The most significant findings of the research, from a marketing standpoint, is that wording, design, tone and "feel" of advertisements and other promotional products and materials needs to be carefully conceived and "tailored" to strike the correct chords with individual market segments — the goal being to stimulate a strong action impulse on the part of someone who identifies with the particular characteristics.

Each of the following golfer types is likely to respond to different and specific emotional and intellectual appeals. If you, or your staff, prepare advertisements and promotional materials that "speak" to the mindsets of the various golfer types you greatly increase your odds of initiating an action response:

Devoted Golfer — believes golf contributes to the worth of a person, almost a way of life; fits golf into business as well as recreational lifestyle.

Easy Course Golfer — seeks relaxation and the enjoyment of the golf course ambience; dislikes water hazards and sand traps.

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Tough Golfer — plays in any weather, like greens with extreme breaks and lots of hazards.

Worrying Golfer — believes he devotes excessive time and money to golf and frets constantly about improving his game.

Competitive Golfer — places emphasis on winning, likes tournaments and tough courses.

Fashion-conscious Golfer — dresses well on course and tends to prefer bright colors.

Practice-range Golfer — takes lessons, practices hitting balls before every round, takes lessons and visits range often to improve game.

Chauvinistic Golfer — views women as a nuisance on the golf course and hates to play with them.

Literary Golfer — reads golf books and magazines in a constant search for tips to improve his game.

Greens Golfer — sees putter as most important club and believes greens are the most important part of course.

Elitist Golfer — only the best equipment will do and sometimes intolerant of people he considers "poor" golfers.

Vacation Golfer — plans vacations around the game, especially interested in tour packages, or trips that can integrate the golf experience.

Vicarious Golfer — these people are inveterate watchers of the game and are prime candidates for marketing messages which would transport them from the comfort of their armchairs onto the fairway.

The foregoing is provided as an example of how golfers can be segmented according to personalities and attitudes, and it should be noted that it would not be an easy chore to create marketing initiatives to target people within each segment. Obviously there are other types of market segments influenced by income level,

distance to a course, etc. etc., but let's look for just a moment at how you might approach the personality segments identified in the foregoing example.

The "devoted golfer" will be attracted by any information or concepts that convince him his career or social status can be enhanced if he takes a particular course of action.

The "competitive golfer" is a good target for tournament or competition promotions.

The "elitist golfer" may respond to promotions for a new line of high tech golf equipment.

While personality profiles and characteristics can play a role in shaping marketing messages psychologists suggest that people are even more strongly motivated by the "benefits" that they feel they derive from a given product or service. Benefits were also examined by researcher Phillip Gray, from Texas A & M University. He found golfers fell into seven "benefits" categories:

Escaping pressures and family — strongest among young, male golfers; provides opportunity to change pace and escape feeling of being overloaded.

Social Contact — fulfills need to spend time with friends and people who share common interests.

Business Development — most important to golfers in 40s-50s, also more important to people in higher income brackets.

Exercise/Fitness — most often cited by women and males in their 60s.

Recognition — some people believe they derive a certain status from golfing.

Meeting New People — major emphasis among private club members and to senior citizens.

Security — based on the belief that "a good class of citizens" play golf and that the sport is characterized by courtesy and integrity. Most important to older people and to women.

The foregoing golfer profiles and benefits categories are gross generalizations, but the important point to recognize is that different golfers have different needs and expectations which are based on personality characteristics, lifestyles, career involvements, and even beliefs and values.

Targeting Pitfalls

Now, if you wish to reach nongolfers, the matter of targeting and segmenting becomes even more complex and the risks of misdirecting and/or misspending marketing dollars also increase.

Why?

First, answer this question:

From which demographic or societal segments are new golfers most likely to come?

Most people, when asked this question, say new golfers are most likely to come from the demographic and societal segments that already supply the largest numbers of golfers. The reasoning goes like this:

"The people most likely to respond positively to golf marketing messages are people in the same age, education, and income brackets, or from the same geographical area as our existing golfers. So, our marketing dollars are best spent by targeting people who are most like our current heavy users."

This kind of reasoning can be a huge, and costly, mistake.

Why?

Because people who are nongolfers may have reasons that all the marketing expenditures in the world may not change (they may prefer another sport, or they simply may have an aversion to the game of golf). Consider that the game of golf has been around for hundreds of years and that everyone knows it exists, and, almost everyone can play if they so choose. So, the fact that one in five Canadians over the age of 12 does engage in golf at least to some extent doesn't automatically mean that that 20 per cent figure can easily be moved up to 25 per cent just by barraging heavy user segments with more golf marketing information.

Perhaps your penetration of certain segments of your population — your heavy users — has neared the saturation point and the amount of money you would need to spend to recruit more golfers would be fiscally counterproductive.

The purpose of this section is not to suggest that you abandon your heavy user segments in future marketing initiatives — there may well be more profit potential — its purpose is to point out that targeting and segmenting isn't as easy as surveying existing golfers and looking "for more people just like them." Often, the greatest potential can lie in market segments that are nowhere near saturation and where growth, vis a vis marketing expenditures, will be more profitable.

The message to meta-marketers — no single marketing strategy will appeal to every type and very few companies can afford to "market to the world." By way of example, nontargeted direct mailers sent to all households in a geographic area typically draw purchase responses from less than one per cent of potential respondents. Conversely, targeted campaigns frequently elicit purchases from 10-15% of potential buyers and ultra-finely micro-marketed campaigns can draw 20+ per cent responses. At an average of \$1 per piece (brochure design, paper, envelope, postage, mail processing etc.), it is quite difficult to make money when mailing to 100,000 households. At a 15-20+ per cent positive response rate mailed to only 10,000 homes, the risk is radically reduced and the profit potential greatly enhanced.

Segmenting and targeting enables you to apply "rifle" accuracy to hit the bulls eye on defined audiences. By contrast, the "shotgun" approach tends to scatter finite marketing resources inefficiently over the entire population.

Why segment? To determine customer motivational and behavioral characteristics, so marketing messages can be created to respond directly to those criteria.

About Micro-Marketing

Micro-marketing, as you may suspect, places the focus on the individual, or, on relatively small groups of people who research suggests have like needs and who demonstrate similar buying behaviours. Micro-marketing means gathering information on the individuals who will be most receptive to messages tailored specifically to their needs, messages that respect the heterogeneous nature of Canadians and the fact that most people are turned off of "canned, one-size-fits-

all" advertisements.

Many managers will have the following response to micro-marketing:

"We don't have the time or the money to market to individuals."

If this is your response, try to suspend your opinion for a few moments. First, think of the following points:

- 1. It can cost a lot to reach one person at a time, but what is the value of a lifetime golfer?**
- 2. How would you like to increase the success rate of your advertising campaigns from the usual 1-10 per cent range to more than 20 per cent?**

Imagine receiving the following letter in your mailbox:

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Dear Mr. Blogs:

Our records indicate that it is your wife's birthday in two weeks — August 19. If you haven't decided yet what to do for this celebration, I hope you don't mind if I offer some suggestions:

1. How about a round of golf for her and you to be followed by a candlelight dinner in our restaurant? Or, if you can't make it on that day, how about a round of golf for her and three of her friends?

2. The last information sheet she completed said a new set of clubs was high on her golfing "wish list." She also wrote that: "a new putter might help improve my game?"

3. Driving was listed as well. What about a set of four lessons to improve her driving skills? Or

4. A gift certificate to our pro shop for the clothing selections of her choice — we have a new leisure line that suits her taste perfectly.

If you like any of these suggestions please give me a call; I'd be happy to send the appropriate gift certificates to you either by mail or courier. We hope both you and she have a memorable day.

Sincerely

Jim Smith, Pro Shop Manager

It is entirely possible for your club to gather such information and to generate this type of micro-marketing communiques — imagine how much more successful such an overture is than a generic advertisement which fails to speak to specific needs or interests.

Yes, it does require organization and work to research, create and maintain such "enhanced" direct mail lists, but the payoffs can be very impressive if you can zero in on:

- golfer vs. nongolfer
- past purchase behaviour
- possible future purchase intentions
- lifestyles

Micro-marketing can be done through inhouse mailing lists but also, to some extent, through brokered mailing lists available through companies such as Cornerstone, Toronto, telephone (416) 932-9555, which has assembled lists of golfers by accessing subscriber information from golf publications and services. These lists can be purchased to target specific geographical regions. Given the increasing demand by direct marketers, companies such as Cornerstone are trying even harder to identify other segments of active people who are more receptive, for example, to golf overtures than would be possible by mailing to "the general populace." Keep in touch with mailing list companies to stay abreast of innovations in finer segmentation and targeting that may become possible in the near future.

The important question for managers to ask, if you want to use marketing resources as effectively and efficiently as possible, is:

"What are we doing to ensure that the person receiving our message is receptive and isn't going to view it as a useless intrusion on their time."

Golf club managers who see value in analysing and responding to the psychological makeup and motivations of golfers and potential golfers will also be interested in psychographics.

Psychographics: What Really Drives Golfers?

How likely are you to pick up your telephone in response to a televised sales pitch offering a china "collector's" plate emblazoned with a picture of Elvis Presley — only \$59.95?

You may have seen these ads and wondered, "how in heaven could anyone really hope to make money from an idea like that?" Such promotions are useful, however, to dramatize an important meta-marketing point about buyer psychology — your golf club will prosper to its full potential only if people feel a strong "need" or a strong "want" for your products and services. Equally important is to overcome any resistance people may feel about starting or continuing with the pursuit of golf.

In reference to needs and wants it is necessary to note the differences and why they are different. For example, a child "needs" milk, but "wants" candy. It's difficult to conceive who wants, or needs, plates with Elvis' picture on them.

Obviously, in the world of meta-marketing, you have the best of both worlds if guests and members feel both a "need" and a "want" for what you have to offer. This is precisely the mentality that car and clothing companies attempt to establish when they aim promotions at the fashion-conscious — in essence they are trying to relay the message to target audiences that you not only "want" that flashy sports car, or those tight-fitting jeans, but that you also "need" them if you are to portray sex appeal and a personal image of success.

Knowing how to determine guest and member "needs" and "wants" is vitally important to meta-marketers and the research area involved has been dubbed psychographics. Psychographics involves ferreting out the conscious and subconscious desires of guests and members and potential guests and members to enable the design and implementation of smart marketing initiatives. While the word, and the tasks it suggests, may sound technical and complex, it need not be.

As opposed to "hard" marketing research which is mostly quantitative and focused on facts and figures and mountains of data, psychographics, when applied to marketing, becomes a blend of social sciences:

- sociology: learning about how individual attitudes are likely to affect the purchasing of goods and services;
- anthropology: the study of past and present lifestyles; and

- economics: the study of current and future profitability.

Psychographics, in delving much deeper into "needs" and "wants" establishes consumer profiles based on such factors as:

- lifestyle
- attitudes
- self-image
- aspirations
- goals
- emotional characteristics, etc.

A premise of psychographics research is that people don't always know exactly what they feel, or why they are attracted to something and not to something else. In this area of psychological subtleties, "factual" questionnaires won't necessarily get at nonrational intuitiveness that, while not quantifiable, is nonetheless important to understanding how and why people behave as they do. And, more importantly, psychographics helps us understand how to shape marketing overtures to better respond to conscious and subconscious guest and member needs and wants.

How does it work?

(NOTE: there is more information on golf specific psychographics research and possible questions for golfers and nongolfers in Chapter 3. What follows is intended to provide a general understanding of how different businesses have approached the concept.)

One psychographic approach is to set up focus groups of eight or 10 people. The participants aren't asked to name their favorite beer or soap, but are expected instead to try to "identify personally" with specific products and services. The results have been shocking for several multinational firms that thought they had a secure handle on the marketplace.

For example, focus group members may be asked to write an obituary for a product, or they may be asked to pretend they have just inherited a company and can do anything they want to change its image.

One focus group participant probing the merits of a cosmetics line wrote a eulogy

about the cosmetic brand that likened it to an aging cheerleader who had died after plastic surgery. And some years ago the Campbell's Soup Company was putting all of its marketing eggs into a "convenience" approach thinking that was what appealed to buyers. Subsequent psychographics research showed that people were, in fact, much more attracted to soup as "cuddle-tum food," instead of "nervous food," like salad. The research convinced the soup giant to launch a whole new strategy and it has since regained a large part of the market share previously lost.

But, how does all this relate to the golf industry?

Without doubt golf is an industry steeped in tradition and, on the surface, it may appear difficult to change things much. Many people in the industry may also believe that the public perception is pretty much set in stone: "golf is golf and golfers know what they're getting." Maybe, maybe not.

Dozens of the people contacted at golf courses during the research phase of this manual indicated that new approaches were needed to improve marketing effectiveness and to cope with an industry that is becoming increasingly competitive. This is the perfect environment for smart psychographics researchers. You probably don't have to look very far in your community to see multiple success stories of entrepreneurs who have taken the ordinary and made it something extra special. What is required is imagination, the desire to know, and the dedication to systematically keep asking the right questions both of existing patrons and of nonpatrons. For example:

- Make a commitment to talk to two guests and members each day and to two nonpatrons. Do this for two weeks, e.g. 40 people. Ensure that the people to whom you speak are prepared to be absolutely honest — if they feel compelled to only tell you what they think you want to hear the information will be useless.

Ask them why they golf at your club, or why they don't, probe with "how do you feel about..." questions, instead of "what do you think..." questions. Talk about how your club fits with their perceptions of social trends, with their image, their aspirations, with their expectations of luxury (or not), with their sense of comfort, their need to feel indulged, safe, at one with nature etc.

Ask psychographic questions routinely to ensure that you, and your staff, keep in touch with what golfers, and what nongolfers "feel," it can do wonders to keep you at the leading edge of your industry.

Some specific examples for golf clubs:

- your proshop carries sports clothing, but how does the clothing really strike the guests and members who come into your store? Do you know? Do you have dead stock? If so, why? Often proshop managers attribute dead stock to fickle and changing fashion trends, or to a rationale that suggests "we don't get the right clientele in here for clothing to do well." If the latter rationale is correct you should consider getting out of clothing, but could it be that what you do carry has just missed the psychographic profile of store patrons? Fashion can be a very challenging business at which to be successful, but it becomes impossibly so if prospective buyers aren't consulted beforehand to ensure that what you carry is actually "needed" or "wanted."

Suggestion: Identify local fashion trend setters, talk to them about what they expect in clothing, what their "heroes" are wearing, what look they are trying to achieve and why, even consider involving them in helping you to make purchasing decisions; try to determine how clothes make them feel and what they believe clothing does for their image;

- your club has a food and beverage operation but revenues aren't where you would like them to be — why? Specifically, why would people who could be patronizing your lounge or restaurant choose to go elsewhere? Unless you know precisely why your clubhouse isn't the location of choice you can't take remedial actions.

Suggestion: find out how people "feel" when they are in your lounge and/or restaurant, what "moods" or "emotions" are evoked?, get specific about everything: the ambience, the furniture, the menus, the serving staff, the food. Ask also how they "like to feel" or how they "do feel" when they are at their favorite eating or drinking establishment. Are there lessons to be learned that you can use?

And what about people who choose not to golf? Do you know precisely why they have made this choice? This question was explored recently with a group of college students who ranged in age from about 19-40. Those in the class who golfed knew why they did so, but the point of the exercise was to find out what

influenced those who didn't golf. The major reasons can be summarized easily and may be instructive to golf clubs interested in expanding public participation.

The four main reasons for opting not to golf were these:

- I can't afford to golf, it's a sport for rich people;
- I don't have enough time;
- I don't know how to golf and I don't want to appear stupid or clumsy; and
- golf clubs are snobbish, higher class places where I feel uncomfortable and out of place.

People who operate golf clubs and those who golf frequently may find the foregoing perceptions quite surprising, some may even believe them to be erroneous and ill founded, but it doesn't matter what you think as long as there is a significant number of people in society who hold such beliefs — to them their perceptions are reality until they are dispelled.

The important point here is that there are numerous marketing implications in the foregoing reasons and there are specific strategies that could be conceived to overcome these types of "buyer resistance." Once you know if such resistance exists within a significant proportion of your target population you can take corrective actions to resolve people's concerns and to solve the problems that are preventing them from pursuing the courses of action you wish them to pursue.

An important part of meta-marketing for golf clubs, particularly when you are seeking to expand the level of participation, is problem identification (why don't more people golf?) and then creating marketing messages that offer problem resolution.

The potential benefits that can flow from systematic psychographics research appear obvious but it is rarely done in most industries. Why? Because people are reluctant to ask people how they "feel," and nervous about their ability to interpret information. Clearly, you could make psychographics research easier by employing an organizational psychologist, but few organizations have the funds to do so. Psychographic research can be done sufficiently well by anyone motivated

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to think about it and approach it seriously. It can pay huge dividends to "know" what's lurking in the emotional/feeling mindsets of your guests and members, and of your potential guests and members.

Differentiation Is Good For Business

Differentiation: ...to become distinct and different in character and identity so as to be seen as the "best" choice.

Differentiation is an incredibly important concept for golf club managers to understand and integrate into their management philosophy. If there's one common trait among successful golf clubs it is that they take a good idea and make it better. In planning your strategies to outperform competitors, differentiation should be one of the most important components of your war chest.

There is one very good reason for thinking carefully about differentiation — increased profits. Differentiation can improve your profit position because, in the words of marketing gurus Kevin Clancy and Robert Shulman: "The more consumers value any unique attributes that differentiate a product from competing products, the less sensitive they are to a product's price."

Obviously there is a limit to how much more people will pay for a product or service, even when they believe it to be superior, but too many clubs spend too much time looking over their shoulders at the competition and emulating strategies and pricing levels to "stay with the pack." Staying with the pack can also be construed as managed mediocrity and the only productive reasons for examining the competition closely is to:

1. see what they are doing well so you can use their ideas but improve them even further; and
2. see what they are doing poorly so you don't do any of these things at all.

Competition is always going to exist and club managers who subscribe simply to the classic supply and demand concept may miss the opportunities that exist from the application of creative marketing combined with behavioral studies as they relate to the creation of demand. Differentiation is most powerful when it speaks to satisfying unfulfilled golfer needs and wants.

There are many examples of "differentiation" at work in the business world in recent decades, consider some incredibly successful concepts that are familiar to each of us:

- pizza and Chinese food outlets offering "free home delivery" —

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this wasn't always the case, but once one outlet came up with the idea everyone had to leap on board. And, soon after — two-for-one pizza, and then the "free" if not delivered in 30 minutes concept;

- 1-800 numbers for the ultimate in shopping convenience;
- "lifetime" guarantees on such unlikely things as: socks (Florsheim's), garden tools, kitchen ware etc. — this strategy makes a purchase an "investment," not an expense;
- fresh food cooked the "old fashioned way" in restaurants — nothing frozen, or microwaved;
- Maytag appliances with the 10-year parts and service warranty;
- Hallmark greeting cards which aren't really all that different from the competition, but an aggressive advertising campaign has been quite successful in leaving the impression with card buyers that Hallmark cards are the "best quality" of the genre;
- mail order operations that guarantee shipment within 24 hours "to your door," and, if there's any problem, free pickup, also at your door; and
- the manufacturers of "endurance" office clothing that you can crumple up in a ball in a suitcase while travelling, that you can wash in your hotel sink, drip dry it overnight and wear it wrinkle-free the next morning.

Golf club managers will be familiar with examples of differentiation in the golf industry in recent years, and the challenge is to differentiate your club from your competition to ensure that golfers, and prospective golfers, see you as the best option when they think golf.

One good example of differentiation in the golf industry comes from Whistler Chateau where a global positioning satellite (GPS) system is used to identify and track the position of every golf cart on the course (to within one yard's accuracy). In addition to feeding information back to the proshop for course management purposes, each golf cart is equipped with a computer screen for the use and convenience of golfers.

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Murray Blair, director of golf, admits that the technology enabling the differentiation is expensive at \$80,000 a year), but Chateau Whistler staff are finding an amazing number of creative applications that make the expense worthwhile:

- identifies bunching up and potential slow play areas
- advertising for food and beverage or other product and service offerings
- emergency notices to golfers (lightning dangers)
- tournament communication
- messaging to golfers
- a host of facts and information about the course which is available to golfers as they proceed through rounds of play

Blair says the GPS technology, because the entire course had to be systematically plotted to provide a fine degree of tracking accuracy, has also enabled Whistler Chateau to know precise fairway square footages, invaluable information for calculating fertilizer, watering, and seed needs.

The important point to remember about differentiation is that the big winners are those who study their business sector carefully, always looking for ways to set themselves apart by offering new, better and different products and services. In the process of offering "it," these people become industry leaders and by so doing they also grab a larger share of the market in the time it takes others to catch on and move to emulate them. By this time, if they're smart, and they obviously are, they have a new idea. Succeeding in business is nothing more complicated than searching for something people need and then figuring out a way to give it to them that not only covers costs but which also generates a profit.

Success in business depends on understanding the art of the incremental — the action of constant improvement in service, quality, quantity, or value. Never let a month go by without thinking in a concerted manner about how you can differentiate, about how you can bolster image and add something new and better to your club's roster of products and services.

(NOTE: See product analysis blueprint for determining your

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"differentiation quotient" in Chapter 7, Meta-Marketing Planning.)

**Failure to differentiate equals mediocrity and ultimately
obscurity in the eyes of customers and potential customers.**

**Point to contemplate: product or service differentiation
initiatives that "delight" customers today will soon become
expected. Customers ensure that there can be no end to the
search for new differentiation strategies.**

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Positive Affirmation:

**There's a demand for golf.
We have a golf course.
The golfers will come.**

(Would that it were so simple...)

Do They Come to Your Course?

It is a blessing that golf is such a popular sport and becoming more so every year. It is equally heartening that golf is gaining converts from across the socio-economic strata and that public and semi-private clubs are available with fees that are within the fiscal capability of pretty much anyone who wants to golf.

It is not such a blessing, however, that golf clubs are viewed, in general, as organizations offering similar products and services. In this milieu, building golfer loyalty is not an easy task. What tools do you have at your disposal?

Golf As a Tangible and an Intangible

The "tangible" aspects of golf that can be seen, felt, tasted, calibrated, examined, observed, and evaluated by the customer are usually related to products. The more tangible a product is, the easier it is, by and large, to sell it via advertising and promotion because tangibility enables direct linkages to most needs and wants. With tangibles you can talk about durability, efficiency, serviceability, performance enhancement, etc. Tangibles typically appeal to the logical side of people, or to those who almost always want something quantifiable to reaffirm their "buy" decision.

Intangibles, on the other hand, fall into the area of services and ambience, they can be evaluated, but the assessment can be considered subjective on the part of the evaluator. Intangibles evoke emotional responses, conscious and subliminal and they can be quite powerful if you do the research necessary to know what a particular market segment is attracted to.

Marketing Positioning

Positioning: How you distinguish your establishment and your products and services in the minds of customers and potential customers, to entice them to buy, and to retain their longterm patronage.

Positioning is viewed by some people as being similar to differentiation, but, in reality, it is a quite different marketing concept.

Firstly, whereas differentiation is, can be, and should be, a dynamic ever-changing process designed to ensure that your establishment retains a leadership image in terms of the products and services you offer and how you offer them, your market "position" tends to be a longer term and more fundamental concept that speaks to what market niche(s) you intend to pursue and also to how you intend to shape your club's image in the minds of customers — positioning isn't something you can do with a product or service, but something that you can do to influence the mental processes of customers.

Some toothpaste and deodorant manufacturers have decided to position themselves as more environmentally and biologically friendly by producing toothpaste and underarm deodorant made from baking soda. This strategy gives them a "position," and hopefully a longterm advantage, in the minds of customers who are sensitive to environmental and personal health factors.

In the golf world, some clubs "position" themselves as executive par 3s to appeal to the needs of specific market niches, e.g. people pressed for time, while other clubs deliberately attempt to stimulate a mental "position" as ultra-sophisticated and luxurious, perhaps as a retreat from the hectic world where time can be forgotten. The "differentiation" of products and services could exist at either the Par 3s, or the exclusive country clubs, and not impact on the "positioning" strategies.

Market Repositioning:

Market repositioning is often done in times of crisis or when alert managers set out to gain a new or larger market share. Almost every business entity can be repositioned if the need or desire arises. Following are examples which demonstrate how repositioning has been approached by some businesses:

1. Rethink product usage. Example: baking soda where more is now sold for use in odor control (baking soda in the refrigerator), than is sold for baking. There is also the example of mesquite charcoal which was originally marketed as a fuel to compete with standard charcoal briquets. Sales were lackluster until someone realized that the mesquite flavored meat — sales soared and have held since mesquite hit the market as a "flavor ingredient."

2. Uncover new benefits: thinking up new benefits that golfers gain from your club, and from your products and services, should be a continuous, ongoing exercise. Listen to golfers for new pluses they have realized and keep a close eye on societal trends that will enable you to restate the pluses of what you're offering in line with shifting golfer desires. A real life example is found in the health area. A farm produce operator who decided to expand her egg marketing strategy by focusing on duck eggs as a replacement for chicken eggs because they are lower in cholesterol. Previously the duck eggs had been marketed only as "tasting better" and being "twice as large." The health approach rang a lot of bells and her supply is consistently sold out at health food stores.

3. Look for competitor weaknesses: and make them your strengths. Example: Budget Rent-A-Car suffering losses because Avis took advantage of its long lineups in its own promotions.

4. Focus on your relationship to the environment: as touched upon in Chapter 1, the environment is a very significant trending concept for golf clubs and anything you can do to tie what you do as being "good for the environment" is certain to help.

5. Personal health angle: Again, golf courses are well positioned to capitalize on this burgeoning social trend. As with the environment, anything with a personal health angle can only benefit. This will be even more true in the coming years as the 9+

million aging baby boomers become increasingly attuned to health.

6. Think color, imagery, shapes: The impressions people form of your club can be powerfully influenced by color, imagery and shape. Consider the rustic brown paper bag used by Famous Amos in his cookie success story, or the egg-shaped package used by Leggs hosiery. People are also positively influenced by the color marketing used by Benetton clothing and the way it is merged with the different ethnic groups and races.

7. Set the standard: you have a real winner when customers start to compare your competitors against your business' products or services. If you can help your golfers form a loyalty to your club, your marketing has been extremely successful.

8. Rethink your creative approach to advertising. Have you spent adequate time and mental energy to think of 100 benefits that can be ascribed to golf and to golfing at your club? The figure "100" is arbitrary, but it is not unreasonable to have this number of descriptive "benefits" at your disposal in generating promotional messages with really wide appeal. Also, think emotion, humor, etc. NEVER be bland in your advertising.

9. Explore strategic alliances: sometimes your business will be perceived as superior because of the other businesses with which you associate. Whenever possible, capitalize on any association you can form with the recognized "highest quality" supplier in the field.

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"For your information I'm going to ask you a few questions."

— Samuel Goldwyn

**"The issue isn't about how much you sell, but how much you
sell at a profit."**

- Kevin J. Clancy

About Meta-Marketing and Budgets

You can learn a lot about an organization's marketing philosophy and marketing sophistication by asking questions about its marketing budget. You can learn even more by asking questions about returns on investment (ROI) from specific marketing initiatives.

Marketing budgets are created in a number of ways, some ways are better than others:

1. the marketing budget is determined as a percentage of gross revenue, five per cent is a figure often cited by golf associations, but most clubs spend only a fraction of this amount;
2. the marketing budget gets the funds that are left over after all other operating expenses are determined; and
3. the marketing budget is created after a marketing plan, and specific marketing initiatives are assessed and analysed, the size of the budget is driven by how much revenue marketing endeavors will generate.

Which method do you use? Quite often approaches #1 and #2 are used. Unfortunately, such arbitrary approaches may well destine the marketing programs to mediocrity.

Now ask yourself the following questions:

- what would happen to your revenues and your ROI if you cut your advertising and promotion budget in half?
- what would happen to your revenues and ROI if you doubled your advertising and promotions budget?

Can you answer the questions with a degree of certainty?

Recent marketing audits with a number of Canadian golf courses posed such questions and it is significant to note that not one club manager really knew the answers. Almost all of the clubs spent a predetermined amount of money on marketing, often less than one per cent of gross revenue. No one really wanted to increase the budgets because they weren't at all sure there would be a

corresponding increase in revenue or RI; neither did they want to cut the marketing resources because, after all, some funds had to be spent on marketing, right?

In truth, there is no magic formula for deciding marketing budget levels. There are, of course, industry norms that can be consulted, but it makes little sense to either spend more or less unless you have a good idea of what the returns on investment are going to be. Thus, smart marketing managers turn the customary budget setting process on its head by asking:

1. "what will be the return on investment from our advertising and promotions expenditures if we spend \$?"; and
2. "how much will our ROI increase if we spend \$? more?"

The only way to guarantee prudent management of marketing funds is to link expenditures directly with results. You do this in every other aspect of business, so why should marketing be different? Whenever possible, ensure that marketing budgets have a high degree of specificity between expenditures and sales results.

The recommended approach, then, for establishing marketing budgets is zero-based, whereby marketing staff start each year assuming \$0 and then create a budget based on specific objectives and outcomes that can be evaluated. (Sample planning approaches and formats are provided in Chapter 7.)