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Recession Resuscitation
Troubled properties see new life
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All in the Family

When it comes to family businesses, owners can find it tricky to navigate the multi-generational waters.

Recession Resuscitation

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Nemacolin Woodlands has gone “virtual” by opening Topgolf Swing Suite.

GPS guides Growth

Sun City Country Club has cracked the curriculum code through a non-profit project called Golf Program in Schools.

Final Thoughts

Colin Mayes of the United Kingdom shares his thoughts about challenges facing the golfing industry.

NGCOA In Action

The 100th PGA Championship is coming to Bellerive Country Club in 2018 and Superintendent Carlos Arraya, his crew, and volunteers from all over the world will be ready for the last PGA Championship to ever take place in August. Joining them every step of the way will be John Deere. “I don’t think there’s a single piece of equipment we can pinpoint that’s not done well,” says Carlos. “With all that goes into a purchase of this size, I can tell you that John Deere gets five stars because of all the things that they have communicated.”

For a championship performance on your own course, contact your John Deere Golf distributor today.
Think ‘Transformative’, when Envisioning the Future

The 2018 Golf Business TechCon just wrapped up, and naturally my mind is on the future of the industry. At the event, we had an evening of fun at Las Vegas Topgolf. It was a typical Thursday night, and the place was jam-packed. NGCOA member Debbie Jeffries, owner of River Ridge Golf Complex in Eugene, Oregon, shared an interesting observation with me about the patrons at Topgolf. She noticed all the “golfers” playing in the bays were deeply engaged in the metrics and data being captured, such as swing speed, ball flight, distance to the targets, etc., while the “non-golfers” couldn’t care less about that info, and were just having fun swinging hard at an inanimate object. Fun, both crowds were innumb, eating and spending money just the same. Pivoting back to our conference, we had many technology companies in attendance, offering their expertise and services with the aim of helping course owners solve problems and unlock opportunities. In most cases, their solutions promise to improve operations in many ways, small and large. But “large” is a relative concept when thinking about change and improvement. To one operator, a large improvement could simply be having easier software to work with. To another, large could mean unlocking $80,000 in net income through dynamic pricing technology. But, when I think “large,” I’m thinking transformative. I think most small businesses would appreciate finding new net income in the margins and tweaking of operations and strategy – $100 here or $10K there. But what would it take for the $1.2M revenue facility to realize $1.8M? Or the $2.5M facility to realize $3.6M? We are an industry that’s just hanging on to 23M customers and one that is continually beat up by weather, all while Topgolf reigns as the darling of the golf industry. Let’s connect the dots, folks!

Some may call me obsessed with the concept, but I believe the key to transformation will be to create the golf course that is open for business under the sun or moon, and when the weather is fantastic or terrible. I believe the golf course of the future will be indoor and outdoor, if only we can find ways to embrace virtual reality and gamification of golf, which includes simulators like GOLFZON and other high-tech concepts like NextLinks and Top Tracer Range). A business case has to be made more clearly for the value of installing multiple simulators at a typical golf course and the ongoing costs must be presented in a way to lower the risks borne by a typical course. The business plan for revenue must be simple to apply. We must find a way to make this ubiquitous among the existing 14,000+ golf facilities around the United States. If we don’t, mark my words, we will see it pop up in retail and other non-golf locations all across the nation. If that happens, we will have lost the opportunity to be the center of gravity for this transformation. And no, we shouldn’t wait around to see how many “Topgolfers” will migrate to the green grass.

In 2001, with the introduction of the iPod and iTunes, I’m sure many people looked at Steve Jobs and thought, “What the hell are you doing getting into the music business?” But had Apple not sought transformation, they might have disappeared into oblivion long ago. I like the looks of the golf course of the future.
You Need to #inviteHER to the Party

The overwhelming sentiment from women who have yet to play golf is that they think the game is not for them. Often, this disposition stems from intimidation. Trying something new, something that isn’t very easy, who could blame them? Would you be nervous showing up to a party that you weren’t invited to?

This past August, the U.S. golf industry — powered by W.E.R.E. GOLF’s Women’s Task Force and the NGCOA Women’s Network — set out to change that by launching the #inviteHER campaign. The intention is for current golfers, men and women alike, to encourage the females in their lives to pick up the game through the “power of invitation” whether it be an afternoon at the driving range, taking a group clinic or playing nine for fun with friends.

As golf industry professionals, it is up to us to create a more inclusive environment for women to try the game. Eliminating the stigma that golf is a man’s game begins with a simple invitation, an impactful gesture that shows women they are not only welcome, they are wanted.

In 2017, there were 2.6 million Americans that tried golf for the first time, with 35 percent of that group being female. Further research from the National Golf Foundation identifies a clear latent demand. Nearly 30 percent of non-playing women reported an interest in wanting to play golf in the immediate future. Also, 74 percent of these women said they’d try the sport if there were a free morning event, they could attend with a group of friends. While the number of females interested in golf continues to rise, it is our job to present this untrapped market with an outlet to enter the game without pressure.

Golf can be a difficult game, especially when you’re first learning. Think back to the first time you picked up a club and how long it took you to get to your skill level today. To attract female golfers coming back, we need to foster positive experiences that show we want to welcome women. Women’s specific clinics, beginner lessons and engaging events are just a few ways to increase women’s participation. We are much more likely to give a new activity a chance when participating with friends.

The #inviteHER initiative, with the support of many U.S. golf industry entities, aims to encourage all golfers to invite their wives, daughters, mothers, colleagues or whomever it may be to the golf course, practice range or even top golf to encourage your love for the game. Share your stories using the hashtag #inviteHER on your personal or business social media platforms and visit inviteHER.com for more information on how you can get involved.

Increased Drone Use Brings Benefits, Concerns

The use of unmanned aircraft systems (UAS) or drones continues rapid growth for recreation and business applications. The Federal Aviation Administration (FAA) is projecting 7 million drones flying over U.S. skies by 2020.

We have all read about Amazon and the proposed use of drones as part of their delivery services. Golf courses are now learning from the agriculture industry how drones can help with course management. Using some of the latest thermal imaging technology, drones now enable superintendents to reduce water usage, by limiting it to stressed areas. This works for the application of fertilizers and herbicides as well. Using drones, golf courses will be able to identify specific areas requiring weed control thus reducing excessive spraying.

The catering industry also is finding drones useful. Golf courses provide some of the most attractive outdoor venues for weddings and other special events. Planners now are offering guests video productions of their events using drones. While useful for business, drones also have become one of the newest domestic security risks facing our country. As these “flying cameras” become more commonplace, so is their misuse and abuse. For instance, during recent drone relief efforts on the West Coast, helicopters assisting in a relief effort were forced to abort their mission to avoid a collision with a civilian UAS being flown in the area.

Safety should be our top priority, and since golf courses host tournaments that attract large audiences, managing the airspace around these events is critical.

So, what can we do to ensure both the UAS industry and golf course owners are protected? Clearly there is a need for regulation to ensure public safety without hindering industry growth.

NGCOA, along with other golf industry members, have joined DroneSafeCommunity.org, a not-for-profit that connects business and community organizations with Congress to develop federal legislation that provides clear guidance for the recreational hobbyist, business marketing companies and law enforcement agencies. We strongly support legislation that promotes business growth while protecting individual’s rights to privacy.

With the backdrop of continuing and unabated safety risks, Congress has taken steps to address the issue by authorizing the U.S. Departments of Homeland Security and Justice to remove unauthorized drones. As of early October, this legislation in the FAA reauthorization bill has been approved by the House and Senate, and was awaiting the president’s signature.

NGCOA would like to hear your take on this issue. Post your feedback on the NGCOA Accelerate forum or email me at rmiles@ngcoa.org.
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**Coalition Concerns**

**By Jared Williams**

Managing Director

**Golf USA Tee Time Coalition**

Check the Egos at the Door

There is admittedly cautious optimism. Then there is the prayerful hope that competitors can work together and show the type of cohesion that exists within a partnership or team.

It might seem like I’m talking about this year’s Ryder Cup snafu and the United States’ series of unfortunate pairings this year. But I’m actually talking about the relationship between software vendors and third party tee time marketers. It’s time for us to learn a lesson from the U.S. Ryder Cup Team. Drop the egos at the door and work together for the good of the industry.

In response to the U.S. Ryder Cup team’s struggles, the PGA of America created a Ryder Cup taskforce. Similarly, in response to the growing concerns, course operators were having in negotiating with and managing their relationships with vendors, a taskforce was formed and ultimately the PGA of America and the NGCOA created the Tee Time Coalition.

In January 2018, the Tee Time Coalition adopted the Operators’ Bill of Rights for Marketing and Distribution of Tee Times. This document outlined the natural rights that we believe exists for all operators. Most third parties agreed with the general concept and spirit of the document.

However, we did receive some pushback from a few vendors regarding the right of operators to choose which companies it allows to access its tee time inventory. The right reads: “Operator shall have total ownership of his or her tee time inventory, including the ability to share access with or restrict access to any tee time agency.”

A few vendors are not allowed to or willing to develop, maintain and support an interface with any tee time agency, while others refuse to support interfaces with those that offer competing products.

I met with a few operators and vendors at the 2018 Golf Business TechCon to discuss the Bill of Rights and other tee time issues. Here’s hoping for more willingness to work together.

We’re always interested in hearing your thoughts and opinions on issues involving the marketing and distribution of tee times. What do you see as the solution here? Would you like to be able to dictate which companies can access your inventory? I want to hear from you, contact me at jwilliams@teetimecoalition.org.
He didn’t ask for it. In fact, he wanted nothing more than for things to be the way they were. But that’s not the hand Chris Cupit was dealt. In 2003, his father, David, passed away after spending 20 years in a wheelchair as a quadriplegic — the result of a tragic hunting accident.

All in the Family
Golf businesses passed down through generations face layers of challenges

He didn’t ask for it. In fact, he wanted nothing more than for things to be the way they were. But that’s not the hand Chris Cupit was dealt. In 2003, his father, David, passed away after spending 20 years in a wheelchair as a quadriplegic — the result of a tragic hunting accident.
There’s not a great success rate for family businesses beyond the second generation.

Not long after the funeral, the general manager of the family business, Rivermont Golf Club, moved to Florida. Chris’ sister made it clear that she had no interest being in the golf industry. And the North Atlanta golf market was as saturated as any in the country. “That was when we had to make some decisions,” Cupit said. “Did we want to sell and get out? Or did we want to do something radical, something dramatic that would separate us from the pack?”

Chris had grown up seeking in the bag room at Rivermont. He played college golf and worked for a while at Club Corp, so he understood the business. But he also understood that Rivermont had a secondary set of challenges. “There’s not a great success rate for family businesses beyond the second generation,” he said. “Family businesses are a tough dynamic in the best of circumstances. Getting the second generation to cooperate and buy in during the transition period is tough. That’s the case in any business, but it’s especially true in golf.”

Cupit’s analysis couldn’t be more correct. The U.S. Commerce Department estimates that 30 percent of family businesses do not survive the second generation. They are either sold or cease to exist. That number almost doubles by the third generation. They are either sold or cease to exist.

In the case of the Jemsek family, the business was unique. They all face similar challenges. Katherine Solheim’s sons assumed control of Ping upon the founder’s passing, but as the family tree expands, so does the number of Solheims who company owns. Philosophy and growth strategies that remain true to Karsten’s engineering background and devout faith are also concerns.

Nobody knows those challenges better than Katherine Jemsek. “I’m the granddaughter of Joe Jemsek, who bought Cog Hill in 1951 and became one of the most successful golf operators in the country. Katherine was the least likely third-generation Jemsek to assume the reigns of the business. Her sister, Marla, was a terrific amateur player who won multiple Florida Women’s Amateur titles and played in the Curtis Cup. Her sister, Marla, was a terrific amateur player who won multiple Florida Women’s Amateur titles and played in the Curtis Cup. Katherine was the least likely third-generation Jemsek to assume the reigns of the business. Her sister, Marla, was a terrific amateur player who won multiple Florida Women’s Amateur titles and played in the Curtis Cup. Her sister, Marla, was a terrific amateur player who won multiple Florida Women’s Amateur titles and played in the Curtis Cup. Her sister, Marla, was a terrific amateur player who won multiple Florida Women’s Amateur titles and played in the Curtis Cup. Katherine was the least likely third-generation Jemsek to assume the reigns of the business. Her sister, Marla, was a terrific amateur player who won multiple Florida Women’s Amateur titles and played in the Curtis Cup.

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Bringing in the Holiday Shoppers

Most golf operations have a year-end holiday sale. Here’s how two successful operators handle them.

Golf Business: Do you advertise your sale in advance and, if so, how?

Dan Jacott: Managing a golf merchandise operation in northern climates like Minnesota can have its challenges. One of the most important things I have found in trying to move excess merchandise is not to wait too late in the season. We hold our year-end sale in September, when we still have superb weather and the greatest number of golfers. Advertising is focused on our membership, as many have shop credit left to spend. We promote the sale for at least three to four weeks leading into the event. Additionally, we target other audiences for which we have e-mail databases, including special events, dinner-theater patrons, FootGolf leagues and Majestic cardholders.

Brett Johnson: This year, the golf shop and adjacent “19th hole snack bar” area will again add to the celebratory atmosphere, creating an area. The sale is held in tents next to the Whitetail Ridge ballroom and includes simulators available to demo equipment, great values on hard and soft goods, and menu selections from the Whitetail Ridge Bar & Grill. This event will create some golf buzz before the spring season and help us recoup our original investment in merchandise that didn’t move, as we plan purchasing strategies for the new season.

When trying to move excess merchandise, don’t wait too late in the season.

Brett Johnson: The Whitetail Ridge Golf Expo debuting in February is designed to be an effective campaign that motivates golfers to visit the golf course in the off-season and prepares the club for a successful merchandising effort during the upcoming season. We are partnering with several nearby golf courses and our full line of vendors to create a new event for 2019 that locals won’t want to miss. The one-day expo will be hosted in the Spring and will be open to the public.

When trying to move excess merchandise, don’t wait too late in the season.

Brett Johnson: Making our year-end sale festive and fun is always important to attracting customers and stimulating the buying atmosphere. The sale is held in tents next to the golf shop. They are very visible and attract interest. Merchandise is showcased in themed displays (golf, junior, football) and holiday music is piped into the area. Complimentary appetizers and beverage “tastings” add to the celebratory atmosphere, as does a daily drawing or give away. For each $10 spent, purchasers are given a ticket for a drawing to win equipment and apparel.

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- **House Chat** — NGCOA CEO Jay Karen, the staff and other industry experts share current news from within the association.

Visit accelerate.ngcoa.org/education/podcasts to listen now!

**Tax Tips on Meals**
NGCOA has posted updates regarding the IRS’s latest stance on business meal allowances on its Accelerate forum for members. With the deadline approaching for comment — Dec. 2 — you can find the IRS document here: https://www.irs.gov/pub/irs-drop/n-18-76.pdf

**The Water Hazard**
If you missed this feature from the October issue of Golf Business magazine, check online at golfbusiness.com to learn about $10 billion worth of renovations possibly needed.

**San Diego’s Calling**
It’s time to mark your calendar for the Golf Business Conference slated for Feb. 5-7, 2019. More information is online at golfbusinessconference.com.

**WHAT’S HOT In My Shop**

**Christmas Ornaments Made by Kitty Keller Design**
These are beautiful handmade cloisonné ornaments featuring NGCOA’s logo along with one of our golf holes in a lovely design of bright colors.

**Pub Sign**
The artist Lee Wybranski makes unique golf pub signs that look beautiful in the home.

**Logo-Etched Wine Glasses, Beer Steins & Ale Glasses**
No size worries and a favorite for all holiday gift giving.

**Gifts for Women**
Nike golf apparel & athletic gear interacts with relaxing weekend gals. Choose clothing that is comfortable, stylish and most importantly, performs with your golf swing.

**RAISE $250,000 IN IMMEDIATE CASH IN LESS THAN 90 DAYS BY ACQUIRING NEW GOLFERS FROM THE CASUAL AND NON-GOLFER (CONSUMER) SEGMENTS TODAY**

MMC2 penetrates new segments of consumers/golfers using a criteria-based profile. On average, our casual and non-golfers out-spend core and avid golfers three-to-one in their first year and two-to-one in successive years maximizing the course’s earning potential by driving traffic (consumers with disposable income) to their profit centers i.e., range revenues, pro shop, food & beverage, banquet, league, lessons, clinics, merchandise, club storage, locker fees, trail fees, annual cart passes, social events, buddy-referral green fees and so on—which will ensure the business sustainable growth through committed long-term relationships with hundreds, if not thousands of free spending consumers (not just a few penny-pinching core and avid golfers).

There are four types of golfers:
1. Core golfers - Play the most and spend the least (Blurred line pack in the trunk and a sandwich in their golf bag).
2. Avid golfers - Confident by third party tee-time vendors to shop-online for discounted rounds of golf (pro-shop).
3. Casual golfers - Spend briefly because they only golf 10 times a year and want to impress themselves to the fellow (B&B sales go through the roof).
4. Non-golfers (Consumers) - Spend like one-day millionaires;

MMC2 is Golf Marketing on Steroids.

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**Online**

**Holiday Gift Ideas**

**WHAT’S HOT**

**In My Shop**

**SUSAN CASAGRANDA**

Torrey Pines Golf Shop • Torrey Pines Club Corporation

**Christmas Ornaments Made by Kitty Keller Design**
These are beautiful handmade cloisonné ornaments featuring NGCOA’s logo along with one of our golf holes in a lovely design of bright colors.

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**WHAT’S HOT**

**Online**

**Holiday Gift Ideas**

**WHAT’S HOT**

**In My Shop**

**SUSAN CASAGRANDA**

Torrey Pines Golf Shop • Torrey Pines Club Corporation

**Christmas Ornaments Made by Kitty Keller Design**
These are beautiful handmade cloisonné ornaments featuring NGCOA’s logo along with one of our golf holes in a lovely design of bright colors.

**Pub Sign**
The artist Lee Wybranski makes unique golf pub signs that look beautiful in the home.

**Logo-Etched Wine Glasses, Beer Steins & Ale Glasses**
No size worries and a favorite for all holiday gift giving.

**Gifts for Women**
Nike golf apparel & athletic gear interacts with relaxing weekend gals. Choose clothing that is comfortable, stylish and most importantly, performs with your golf swing.

**RAISE $250,000 IN IMMEDIATE CASH IN LESS THAN 90 DAYS BY ACQUIRING NEW GOLFERS FROM THE CASUAL AND NON-GOLFER (CONSUMER) SEGMENTS TODAY**

MMC2 penetrates new segments of consumers/golfers using a criteria-based profile. On average, our casual and non-golfers out-spend core and avid golfers three-to-one in their first year and two-to-one in successive years maximizing the course’s earning potential by driving traffic (consumers with disposable income) to their profit centers i.e., range revenues, pro shop, food & beverage, banquet, league, lessons, clinics, merchandise, club storage, locker fees, trail fees, annual cart passes, social events, buddy-referral green fees and so on—which will ensure the business sustainable growth through committed long-term relationships with hundreds, if not thousands of free spending consumers (not just a few penny-pinching core and avid golfers).

There are four types of golfers:
1. Core golfers - Play the most and spend the least (Blurred line pack in the trunk and a sandwich in their golf bag).
2. Avid golfers - Confident by third party tee-time vendors to shop-online for discounted rounds of golf (pro-shop).
3. Casual golfers - Spend briefly because they only golf 10 times a year and want to impress themselves to the fellow (B&B sales go through the roof).
4. Non-golfers (Consumers) - Spend like one-day millionaires;

MMC2 is Golf Marketing on Steroids.

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MMC2 is Golf Marketing on Steroids.
During the 2008 financial crisis and ensuing recession, some of the biggest names in business went broke. And private golf and resort-style communities certainly were not immune from the colossal downturn that decimated real estate developments worldwide.

Among the high-profile golf properties that went under during the fallout of the financial crisis were Reynolds Plantation and Sea Island in Georgia and the Cliffs Communities in the Carolinas. However, as the age-old business adage goes, for every crisis, there’s an opportunity.

Recession Resuscitation
Troubled golf course properties see new life with economic upswing

“We knew there was pent-up demand because nobody was buying anything.”

BY SCOTT KAUFFMAN

Tom Page is general manager of Magnolia Green and iStar vice president.

© 2018 Photo by Digipix

EXCLUSIVES

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Indeed, at a time when many golf developments struggled due to declining demand and scarcity of capital, numerous bankrupt properties traded hands for dimes on the dollar and were reborn by wealthy individuals and capital-rich owner groups—like those of MetLife (Reynolds Plantation), Anschutz Corp. (Ko Olina in Kapolei, Hawaii), and Williams Island (Florida). Today, buoyed by a record U.S. economic recovery now in its eighth year of expansion, many of these newer golf course owners are reaping the benefits of their timely acquisitions as golf real estate markets continue to post strong sales data from coast to coast.

Tom Page of Star Financial, a publicly traded real estate investment trust that acquired Magnolia Green at a foreclosure auction in May 2009, is emblematic of the benefits of being on the right side of boom and bust cycles. Page’s firm gained control of the Richmond, Virginia-area golf development when the original developer defaulted on a $96 million loan after completing just 10 of the 3,550 lots planned for the Nicklaus-designed course.

Less than 10 years later, the renamed Westham Golf Club is completed with a new 15,000-square-foot clubhouse, and the community also features a 10-acre aquatic center with four swimming pools – a Junior Olympic-sized competition pool, a children’s splash area, an activity pool and a lounge pool. All told, iStar Financial, the firm’s parent company, is now reinvesting more than $18 million in the new owners rescued the 1,896-acre development with a Nicklaus Signature course, reported a surge in fiscal year 2016 sales activity is up 20-30 percent, according to a PGA Village Ver- rano spokesperson. Overall, Kolter reported 100 home sales through June 30 with an average price of “well over $400,000,” and an additional 100 homes under construction.

- On Hutchinson Island in Stuart, Florida, Saltfish Point, an exclusive 332-acre oceanfront private golf and marina development with a Nicklaus Signature course, reported a surge in fiscal year 2017 home sales with almost $69 million in transactions. Average price: $1.53 million per home. Since 2015, Saltfish Point generated $245 million in real estate sales with fiscal year 2018 off to a fast start with 13 transactions totaling nearly $17 million.

- Cordillera Ranch, an 8,700-acre development in Boerne, Texas, has $300 million in real estate sales activity since 2015 with historically low levels of inventory in 2018. Through June 30, Cordillera sold 28 homes at an average price of $1.06 million, a 28 percent increase since 2017, and had 47 lots sales at an average price of $265,000.

- Not far from Salt Lake City in Heber Valley, Utah, Red Ledges recently announced record sales for the first half of 2018, according to Bill Houghton, the private club community’s vice president of sales and marketing, saying closings increased 30 percent in the first six months of 2018 and total dollar volume jumped 70 percent to $30 million. And that’s on top of a record 2017 when the Nicklaus-designed golf club community sold 115 properties for nearly $64 million.

Red Ledges was developed by Tony Burns and Nolan Archibald, longtime Fortune 500 executive of Delta and now lead golf instructor of Jim McLean Golf School – make soap and honey at the family’s nearby farm and sell at Red Ledges.

Jars of Red Ledges honey and goat milk soap are produced by 2 Farm Boys Soap Company, owned by J.R. and Colleen Cummings. The “two farm boys” — sons Wyatt, 13, and Kash, 11 — are responsible for daily chores.

The original recipe features honey from area bees, which access the valley’s abundant lavender and alfalfa fields. The result is a stunning, sweet, raw honey and a zesty soap.

“We started making soap in 2015 and officially created the company in 2016,” says J.R. “The boys thought up the name. We wanted to create a YouTube channel and make videos and named it the 2 Farm Boys. They lost interest in that really quickly, so when we came to name the soap company, it was the perfect fit. We knew we were creating a business to help teach the boys a variety of life lessons, including hard work and entrepreneurship. We are self-taught soap makers, having learned from online videos and books. We created our own original recipe after trial and error.”

The family is in its second season with the bees. “Wyatt and Kash are learning how to inspect the hives and like to ‘suit up’ in the protective gear,” says J.R. “They’ve also learned how to harvest the honey and bottle it.”

The jars of honey and bars of goat milk soap are sold in the Red Ledges golf shop. The company’s first honey harvest last year was small. It provided Red Ledges one dozen jars to sell, which sold out quickly. “We expect this year’s harvest to be bigger because we have two more hives and will be able to provide more jars to Red Ledges,” says J.R. Red Ledges is one of 2 Farm Boys’ most consistent goat milk soap customers. They placed quarterly orders in 2016 and 2017, and were on track to do the same in 2018. They have sold about 100 to 120 bars throughout the year.

“We provide a private label option for the soap sold in the golf shop that has Red Ledges’ logo with the soap name and ingredients,” says J.R.

Local Honey, Handmade Soap Find Shelf Space at Red Ledges

By Steve Donahue
Boot Ranch Gains Footing in Timeshare Market

By Scott Kauffman

Vacation ownership or timeshare is a concept that’s been around for decades and widely adopted by some of the biggest hoteliers in the hospitality business. Marriott, Wyndham and Hilton are just a few of the big name brands in the business.

Even the Walt Disney Co. has a version of timeshare, including two resorts at Walt Disney World in Orlando featuring sweeping vistas of former longtime PGA Tour venue Lake Buena Vista Golf Course. Numerous other timeshare properties also incorporate golf as part of their master plan.

Now, Boot Ranch in Texas is putting a new twist on that timeshare concept. Situated in the Texas Hill country town of Fredericksburg, Boot Ranch is like many upscale golf course developments nationwide that offers everything from vacant lots to a variety of wholly owned custom homes and estate-size residences priced from $3 million and beyond. But Boot Ranch also has a unique opportunity to own a fraction of the private club community by purchasing a share in a “Sunday House.”

While this fractional ownership is rare in private club communities, the “Sunday House” concept is not a new idea. In fact, this is a central Texas tradition that dates back to the 19th century when German farmers who settled in the region around Fredericksburg built little homes in town – giving them a place to stay overnight when they came in for supplies and church.

Today, the 21st-century trip to Boot Ranch and its Sunday House is a lot more luxurious in nature, what with an array of world-class amenities to enjoy, including the Hal Sutton-designed golf course, Ranch Club pool and sports campus, the Lake Club and a 34-acre golf practice park that features the largest putting park in Texas. Each of the five-bedroom, shared-ownership Sunday House compounds come with membership privileges and are divided among eight families or shares. Ownership shares are currently priced at $325,000 and afford an average 40 nights of use per year. Each Sunday House is 4,500 square feet, and feature two master suites, two guest cottage suites, a bunk room, play lawn and fire pit. According to Boot Ranch director of marketing Barbara Koenig, the concept is taking off, representing 20 percent of overall Boot Ranch property sales in both 2016 and 2017, and 25 percent of sales through October 2018.

Each year, an average of three Sunday House owners decide they want to spend more time at Boot Ranch, Koenig added, and eventually purchase a fully owned home or homesite and put their Sunday House share on the resale market.

Scott Kauffman is a golf business writer and the managing director of Aloha Media Group.
Join Us in San Diego

It’s no secret that the golf business is challenging. From competing against countless other entertainment options, to adjusting to ever-changing technology, to dealing with pricing pressures, to feeling the pinch of shrinking margins, running a course has never been more difficult. That’s why there’s never been a better time to equip yourself with the knowledge and solutions you can get at Golf Business Conference 2019.

Join us in San Diego from February 5–7 to connect with peers from around the globe, learn from some of the brightest and most successful people in the industry and grow your business with tips and tools you can immediately incorporate into your operations.

Whether through improving customer service, developing a strategic plan, adding social media to your communications, boosting your cash flow, or streamlining your operations—the Golf Business Conference provides the tools to move your business forward.

You’ll also experience the Golf Industry Show, where you’ll find hundreds of vendor partners for your business. Our partnership with the GCSAA brings you an incredible venue to learn about the latest trends in course management and maintenance, while affording ample opportunities to discover innovative products and services to run a better operation.

Education, networking, business resources and social activities all together—don’t miss this great event!

See you in San Diego.

Jay Karen
Chief Executive Officer
NGCOA
Wednesday • February 6

Golf Industry Show Opening Ceremony and Trade Show

Leaders from the National Golf Course Owners Association and the Golf Course Superintendents Association of America officially open the doors to the San Diego Convention Center to start the 2019 Golf Industry Show.

Spend a few hours in the exhibition hall and trade show floor visiting vendors and learn about innovative products and services available to streamline and strengthen your golf course business.

GBC19 Education

GBC19’s first full day of education begins with a General Session over lunch, three blocks of concurrent educational sessions, numerous networking breaks, and a Meet & Greet at The Porch at the Marina Kitchen Restaurant & Bar.

Thursday • February 7

GBC19 Education

GBC19’s last day begins with breakfast, a NGCOA General Business Meeting, a General Session, two blocks of concurrent educational sessions, numerous networking breaks, the Closing General Session over lunch, and the annual Celebration & Awards Reception & Dinner.

Golf Industry Show

Finish your vendor visits in the exhibition hall and trade show floor; make sure to schedule follow-up visits and call with vendors you’ve met to continue the conversations about their innovative products and services.

Celebration & Awards Reception & Dinner (additional fee)

Association members, golf course operators, industry leaders, friends and supporters will gather for a special evening of networking, recognition and camaraderie. During the event, the NGCOA will honor association award winners.

Registration

The conference registration includes the following:
• Opening keynote
• Opening reception
• All education sessions
• Wednesday lunch
• Thursday breakfast and lunch
• Access to the trade show floor on Wednesday and Thursday

Earliest Bird Rate

$599
Expires November 30, 2018

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333 West Harbor Drive
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www.marriott.com
Room Rates: $289 for Cityview and $309 for Bayview

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San Diego, California 92101
Tel: (619) 544-1886
www.hortongrand.com
Room Rate: $175

To book hotels, please visit golfbusinessconference.com
GSU Guides Player Growth at Sun City

Practically everyone in the golf industry agrees the game needs to find new ways to attract more juniors and help make golf course ownership a sustainable business for generations to come. However, evident by the end-less amount of junior golf academies, ubiquitous camps and various programs rolled out by golf's governing bodies, it's a fragmented approach to say the least.

In other words, what is the most effective way to truly convert junior participants into actual future golfers and newfound revenue? Sun City Country Club owner/CEO Tom Loegering believes his Phoenix-area course cracked the curriculum code through a not-for-profit program called Golf Program in Schools or GPS.

Started by Loegering in 2015, GPS is an effort to expose as many Phoenix-area middle schoolers as possible to the lifelong benefits that golf represents. Ultimately, Loegering, an 80-year-old retired entrepreneur and active civic leader, hopes to raise the quality of life for teenagers but also the surrounding communities where many of the students and schools exist.

What distinguishes GPS from so many other junior development programs is Loegering’s charitable organization brings the game to the students as part of their respective school’s physical education class with a weeklong program.

“This way, every student, regardless of life situation, has access and opportunity to our program,” says Loegering, whose organization offers it at no cost to the school district or student.

Over the course of four days, students are taught the basics of golf – things like grip, posture and swing (GPS) – with the help of certified PGA pros and other volunteers. Then, students enjoy a “field trip” to Sun City where they get to walk the 18-hole course, hit the driving range and practice their short games.

Upon completion of the course and filling out a survey, each student receives a certificate granting them a complimentary membership to enjoy Sun City’s facilities during the summer months until they graduate from high school. The only caveat to playing for free: each student needs to bring a paid adult.

That’s where Loegering believes he has the “blueprint” for something that not only grows the game, teaches valuable life skills and enhances society, but also truly drives business. For instance, Loegering’s overall revenue was up about 9.5 percent in 2017. This year through September, Sun City increased golf revenue by 15.3 percent, food and beverage income was up 34 percent, and Loegering projects overall revenue to more than double.

The number of students is also growing. In the first year, Loegering’s organization introduced the game to 80-plus students in the Peoria Unified School District. Now it’s grown to 10,000 students. Loegering’s immediate goal is bringing the game to every middle schooler on the west side of Phoenix – an estimated 68,000 students at 241 schools.

If Loegering achieves that goal, and eventually franchises the concept nationwide, the future of golf starts to look promising at Sun City.

“The golf course business stinks and summer in Arizona sucks because I’m told nobody likes to golf in the summer here,” says Loegering, whose summer rounds increased to 1,786 this year compared with 1,599 in 2017, in part because of the growth of GPS. “My family has about $4 million invested in this property and the return on investment has been zero. I’m in my 12th year of owning this course and I’m sitting on a business that breaks even.

“I love this course and that’s my problem. For the first time, I feel there’s a reason to keep doing this. It would be a housing track if I wasn’t doing this program.”

Scott Kauffman is a golf business writer and the managing director of Aloha Media Group.
Statistics on golf participation show that some 15 percent of Americans age 18 and over tee it up at least six times a year. No survey data is needed to tell us what portion of the U.S. population consumes food and drink — it’s everybody.

During golf’s lengthy period of contraction, course managers have been urged to better leverage any revenue opportunities available to them beyond green fees and memberships. Food and beverage has been staring them in the face as the most prominent example.

This contention was recently supported by some hard data, as reporters from an Illinois regional newspaper, the Daily Herald, dove into the financials of 36 government-owned golf courses in suburban Chicago. They found that 22 of the 36 courses had lost money in the prior year, while the other 14 managed to avoid this fate “mainly through restaurant and banquet services,” where they each had suitable infrastructure and a management focus on dining and event activity.
The profitability of the 14 courses in these categories would likely have been aided by a well-developed culture of hospitality and guest care. That's the viewpoint of Whitney Reid Pennell, founder and president of Virginia-based RCS Hospitality Group. A published author and in-demand seminar leader, she is recognized worldwide as an expert in club management and offers online training programs for all levels of golf operations available at rcsuniversity.com. Even if course managers do a fine job with traditional golf service, her experience tells her, they face revenue headwinds simply because “people today are geared toward instant gratification and leisure activities that are fun, easy and convenient. Golf doesn’t fit that description for many people,” says Pennell.

So, if your golf property and the skills of your staff let you offer a memorable and delightful experience in which food, drink and attentive service are the main selling points, you can widen your audience and build your overall business, all the while taking care of your core market — devoted golfers.

The strategy employed by Vargo Golf echoes what Pennell preaches. A multi-course operator with five facilities north of Detroit, the Vargo group began operations 20 years ago using the standard golf business model, but has tilted strongly over time toward a hybrid of golf and banquets. According to its vice-president of operations, Ed Maciejewski, Vargo looks at new acquisitions on a regular basis but would never acquire a golf course that lacked the capacity to handle good-sized events. At the same time, the company would happily acquire the right banquet hall, course or no course. Even the logos of the facilities have the word “banquet” in them.

“Our revenues are 60 percent from the golf side, 40 percent from banquets, but our profits are more like 65-35, golf being the smaller portion,” says Maciejewski. “Our first golf course had a modest little clubhouse and yet from the start we got lots of calls asking if we could host big weddings. We made up our minds to capture that market, in part to free ourselves from a totally weather-dependent revenue model. It’s proven to be as valuable to our bottom line as we could have hoped.”

The big challenge — especially these days — is staffing, but most other aspects of selling, preparing and conducting Vargo’s long season of events goes by time-tested formulas, according to Maciejewski. Interestingly, his company treads lightly with non-event food and beverage. “You could make a choice to do both, or your golf facility could choose to do the daily-restaurant part aggressively,” he says. “In our case, the big advantages in terms of margins and execution have really been from events.”

Focusing on the banquet trade naturally makes your customer base more female, the Vargo team has found, and that’s a good thing.

“Women are good customers, they’re good golfers, they’re good spenders, they’re good to deal with,” Maciejewski asserts. “We’ve often discussed how great it would be to run an all-woman golf club.”

As it is, Vargo puts on five women-only golf tournaments a year, selling them out routinely.

The question arises: What other population segments could you draw to your golf facility? Adding FootGolf has been proven to bring in sports-minded younger people of Latino and Middle European backgrounds, for whom the British game of golf tends to be once removed, culturally. And the competitive FootGolf crowd is known for spending freely in the grillroom following play.

High school reunions are another market that golf courses are going after.

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Questions? Call Jay Andersen, NGCOA Director of Membership, at 800-933-4262, ext. 212.
That happened at Jonathan’s Landing Golf Course in Magnolia, Delaware, which has become home base for an ambitious musical organization called the Central Delaware Blues Society. Stop by any Thursday night at 7 p.m. and you’ll hear high-class jamming by some of the best players in the entire Eastern Shore region. The non-profit society is an established 501(c)(3) corporation “dedicated to the preservation of America’s native musical art form, the Blues.”

It was actually founded by the Jonathan’s Landing general manager, Craig Coffield, a blues aficionado who saw an opportunity to merge golf and music for fun and some profit.

In a society that seems to get more “foodies” with each passing day, the popularity of food truck expos is only growing. Golf courses with any sort of overflow parking capacity are a natural place for one of these confabs, whether it’s convened for a special event or as a regular attraction. When Hickory Valley Golf Club held a 50th anniversary tourney this past summer, participants arrive vending “street gourmet” cuisine.

When Hickory Valley, bringing in food trucks to celebrate 50 years in business was a one-off with no revenue bump, but if and when they do this next, according to Holauchock, “it will change. For course owners who want to live up their F&B operation without the need for a heavy capital investment, the food truck approach holds considerable appeal.”

In beverage cart service, the new cloud-driven systems appear to hold major potential. At Peoria Pines Golf Course in Phoenix, General Manager Scott Richmond logged just a few months in the cloud with the new G1 system from GolfNow and quickly made an upward forecast for beverage-cart sales in his fiscal year of 2018-19. Actual revenue for that category in the fiscal year just closed was $50,000—which is projected for the 12 months upcoming.

“This industry has 99 percent of our beverage carts out on the fairways using cash, which absolutely holds down spending compared to what we’d get if payments could be made by credit card.”

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As a result, that revenue line on next year’s revenue projection went up.

“Indeed, there is a California-based outfit, the National Food Truck Association that sets industry standards ensuring that vendors who belong to the group are licensed, permitted and insured. On the association’s website there is contact information for ‘location management specialists’ who act as liaisons between a business and potential food truck vendors.

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Step up with music, food trucks Could your team’s hospitality efforts reach far enough beyond golfers to engage lovers of blues music? That happened at Jonathan’s Landing Golf Course in Magnolia, Delaware, which has become home base for an ambitious musical organization called the Central Delaware Blues Society. Stop by any Thursday night at 7 p.m. and you’ll hear high-class jamming by some of the best players in the entire Eastern Shore region. The non-profit society is an established 501(c)(3) corporation “dedicated to the preservation of America’s native musical art form, the Blues.” It was actually founded by the Jonathan’s Landing general manager, Craig Coffield, a blues aficionado who saw an opportunity to merge golf and music for fun and some profit.

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“It was fairly simple to set up,” says director of golf Steve Holauchock, whose general manager David Hassinger handled the arrangements. “These trucks seem to work through one person who communicates with the point person at the location.”

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A general mindset worth adopting is that there’s a great big world out there of tradiions, associations and passions. Opening the doors of your golf facility to them is a logical way to build new revenue streams and inject new energy into your core business of selling green fees at the same time."

David Gould is a Massachusetts-based freelance writer and frequent contributor to GolfBusiness.com.
If your golf course is truly awesome, and we’re sure it is, your restaurant better reflect that.

By Alex Lavoie

Put Out the Millennial Welcome Mat
8 Simple Ideas Younger Golfers Want To See At Your Course

Golf operators are struggling to attract millennial golfers to their courses. This is not a new challenge; changes in technology, millennial culture and the internet have left directors scratching their heads when trying to understand what younger golfers really want.

Attracting millennial golfers means looking at your golf operation a little bit differently. Really, it comes down to updating technological features, rethinking course culture, and choosing better product offerings. Here’s a helpful breakdown of 8 simple things millennial golfers are looking for when choosing a golf course at which to play.

1. A smart mobile application. Millennials want to easily book tee times online through their smart phones. Encourage your golfers to look more rounds by making use of an accessible app that shows their golf history and seamlessly connects them with preferred playing partners.

   With a mobile app, you also get an incredibly powerful marketing platform that allows you to send push notifications, discount green fees, and promote offers directly to the user’s smartphone. Millennials live on their phones, so don’t sleep on the opportunity to truly engage your younger clients where they’re most comfortable.

2. Automatic mobile check-in. Let’s take the mobile app concept one step further with curbside mobile check-in. This feature allows a golfer to check-in from the parking lot upon arrival, walk on the course and tee off without speaking to even one employee.

   This is an opportunity to cut frontline staff costs, but it also effectively addresses how millennial golfers want to experience customer service. It’s not that millennials don’t like customer service, they simply prefer to receive it when required rather than being forced to deal with a clerk upon arriving at the golf course.

3. Interesting restaurant options. Complete experiences are crucially important for marketing to millennials. An amazing round can be quickly tarnished by a mediocre experience at the restaurant. If your golf course is truly awesome, and we’re sure it is, your restaurant better reflect that. Look for ways to test new menu items. Hire a chef who understands what millennials desire and look to internet culture to understand what kind of food trends they’re talking about.

   Once you’ve tested some new ideas, you’ll be able to measure what items were hits and which ones got the thumbs down. To do all this you’ll need a good restaurant point of sale (POS) system that can track data, link purchases to customer profiles, and provide detailed reporting on your new products.

4. Self-serve POS in the restaurant. While we’re talking about the restaurant side of your operation, it’s worth pointing out the benefits of using a self-service kiosk. Empowering customers to enter their own orders eliminates the risk of miscommunication with staff, and the kitchen receives more accurate tickets. Streamlining the ordering process will help cut frontline staff costs, but it will also give servers more time to master the menu and better inform diners.

   It’s well known that millennials like technology, and many courses are losing to internet giants like Amazon or used golf equipment resellers. One way to fight this is to introduce an e-commerce platform for your pro shop. Launching an online presence for your pro shop allows younger customers to try out products in person and then, when they’re ready, purchase online.

Alex Lavoie is marketing manager at Chronogolf. For an expanded version of this article, go here: blog.chronogolf.com.

5. Craft beer. Here’s a quick and easy one: Millennials love craft beer! Stocking a few household beer brands just doesn’t cut it any more. Offer a better of selection of beers and make sure the servers are connoisseurs of the new options. We’re sure that customers will love testing your new selections.

6. Ditch the formal attire. Stuffy, outdated dress codes imposed by many courses will only continue to put off millennial golfers. Millennials are all about self-expression and when you limit them, you risk alienating them. Moreover, golf fashion has evolved! It’s ok to ditch the “no slacks, no play” mentality – Air Jordan golf shoes are worn by multiple PGA Tour players, so you can loosen restrictions, too.

7. Let your golfers play music on the course.

   Sharing music with your friends is fun, and young people do this all the time through Spotify and Apple Music. With music streaming so prevalent these days, it’s not a bad idea to allow clients to play music at a reasonable volume on the course.

8. Drive online sales by using the pro shop as a testing center.

   Millennial golfers like trying out products in person, but often they are more inclined to buy online. Many courses are losing to internet giants like Amazon or used golf equipment resellers. One way to fight this is to introduce an e-commerce platform for your pro shop. Launching an online retail presence for your pro shop allows younger customers to try out products in person and then, when they’re ready, purchase online.
The old clubs do it all the time. Walk into any traditional club in America – one of the stately ones with century-old clubhouses and memberships that span three or more generations – and you’ll see the history in every nook and cranny.

You can barely take a step at The Country Club in Brookline, Massachusetts, without running into a photo or reminder of Francis Ouimet, Harry Vardon and Ted Ray. March through the clubhouse at Pinehurst and you can’t miss the black-and-white homages to Donald Ross and the winter trains that brought the well-heeled down to the sandhills from the industrialist northeast. Cypress Point has Alister Mackenzie in tartan kilt and tie; Aronimink has its namesake, a Lenape Indian chief; and East Lake Golf Club showcases the ubiquitous presence of Bobby Jones.

Clubs like that build their cultures around their histories. It is why many people join and why others want to play.

But the rise of real estate golf altered that dynamic. When your course was built in the floodplain of a high-density residential development and named after an animal and a geographic feature – Fox Creek, Pelican Point, Wolf Ridge, Bear Valley – history was never something you could sell.

But one resort, built near the water with the clear intention of selling homes and condos, looked at its architect and decided to change that. Sea Pines Resort, home of Harbour Town Golf Links, recently opened the Pete Dye Room in the clubhouse, an historical tribute to one of the most influential golf course designers of the late 20th century. Long before there was TPC Sawgrass with his devilish island green, there was Harbour Town, the course Dye said, “made my career.” The course opened 50 years ago in 1968 and hosted its first PGA Tour event a year later with Arnold Palmer hitting the ceremonial first shot and then winning the event.

In the meantime, Dye’s designs have become recognized around the world. His use of angles and mounding were revolutionary. Courses like TPC Sawgrass, Teeth of the Dog in the Dominican Republic, PGA West, Crooked Stick and The Honors Club have placed Dye in rare company among the most prolific and recognizable architects in the history of the game. It made sense for Sea Pines, which has two Dye courses, to parlay his history into their own.

The room itself has interactive, multimedia displays, photographs, drawings and exhibits that offer a complete history of Dye’s accomplishments and contributions. There’s a sand-table interactive exhibit that shows how Dye designed and built holes; an interactive transit that looks at a course under construction; a cross section model of a putting green as well as trophies and awards Dye received throughout his six-decade career.

The fact that Dye will turn 93 in December and suffers from dementia makes this exhibit all the more important. Preserving Dye’s legacy is not only good business, it’s an important service to the game.

“We’re thrilled to honor the life and work of the great Pete Dye in our Harbour Town clubhouse,” says Cary Corbitt, the resort’s vice president of sports. “The stewardship of Pete Dye’s seminal design is important to us and his longtime contributions to Sea Pines, Hilton Head, and the golf world at large are immeasurable.”

Harbour Town is a part of Dye’s personal history. With the room, his story will be part of the resort’s history as well.

Steve Eubanks is an Atlanta-based freelance writer and New York Times bestselling author.
When it comes to farm to table, Mission Inn Resort & Club keeps the process close to home. The fertile gardens at the resort — northwest of Orlando in Howey-in-the-Hills, Florida — produce 60 to 75 percent of the fresh vegetables served in the property’s fine dining room, El Conquistador. The rest are presented in culinary creations on the menus at the inn’s three other restaurants — Nicker’s, La Hacienda and La Margarita.

“We came up with the idea of having a farm-to-table program in 2012,” says Garden Superintendent Paul Hickman, also the resort’s “re-tired” golf course superintendent, now passionately tending to the resort’s three different gardens — one vegetable, one flower and one herb — on display for guests and for use by Mission Inn’s chefs.

Winter vegetables grown are broccoli, cauliflower, carrots, kale and spinach; spring vegetables grown are the same as winter plus tomatoes, squash, wax beans and peppers (bell and Italian); summer vegetables are tomatoes, wax beans, bell peppers and yellow squash; and fall vegetables grown are the same as summer plus broccoli, cauliflower, carrots, beets, pumpkin and kale.

“The herb garden’s mint is used for special drinks at our beverage bars,” adds Hickman. A vegetable-garden beehive assists in vegetable pollination. The honey is made available to Mission Inn at least once annually. To assist the bee production, along with the vegetable flowers, Mission Inn also grows, among the vegetables, wild flowers such as gaillardia, phlox, coreopsis and black-eyed Susan.

“Hybrid zinnias are grown and, along with being a favorite flower for bees, are used throughout the resort as table-cut flowers,” says Hickman. “In particular, these flowers are often used to garnish the banquet tables.”

The yellow and purple cauliflower is valued highly by Mission Inn’s chefs, especially in its banquet business. “Carrots, spinach and yellow squash are harvested once full color occurs, but before normal size is achieved, and are called ‘Baby Vegetables,’” says Hickman. “These early ‘Baby Vegetables’ are difficult to find on the market and are usually cost prohibitive. These vegetables are more tender than the mature varieties and can be served in their entirety on plates with the main fare. Our chefs make wonderful presentations using these colorful and tender petite vegetables.”
The successful club experience in 2019 is about a lot more than golf, tennis, dinners and the occasional dance. Modern leisure-activity consumers buy experiences — mountain climbing, sailing, whale watching and whitewater rafting, along with other, more traditional club activities.

They also want to be a part of causes that matter. Community involvement and giving back are more important to today’s golfer than ever before, as witnessed by today’s high demand for charity outings at most golf facilities.

A microcosm of those trends was found in Nevada in October when Arcis, the second largest owner/operator of private clubs in America, teamed up with the Love Hope Strength Foundation to present “Rock The Pines,” a celebrity golf tournament and concert at Desert Pines Golf Club near the Las Vegas strip.

Founded by cancer survivor Mike Peters of the rock band The Alarm, the Love Hope Strength Foundation manages the “Get On The List” initiative to recruit people onto the bone marrow donor registry. To raise money and get people onto the registry, Peters and his band hosted a nine-hole golf tournament that started at 3 p.m. and included a lot of impromptu acoustic music on the course.

“We founded Love Hope Strength to give hope to families affected by cancer,” said Peters. “Events like rock the Pines are important for three reasons: to get more people on the list, to help fund this work and to bring people together to celebrate how far we’ve all come — in the medical and research communities and beyond — in our collective mission to offer a better life for people diagnosed with cancer.”

Over the past decade, through the “Get On The List” initiative, Love Hope Strength has added more than 170,000 people to the donor registry, resulting in 3,316 direct matches.

Club members rock to be a part of events like Rock The Pines, in part because they enjoy being close to musicians like Peters as well as Robin Wilson of the Gin Blossoms and Billy Duffy of The Cult tall of whom played a show after the golf but also because they want to be a part of something important like saving the lives of those suffering from blood cancers.

“Each time a golfer in the Rock The Pines tournament tees off at Desert Pines, they support the drive to save lives,” Arcis Golf CEO Blake Walker said. “The lifestyle of today’s club member includes a personal interest and support of organizations like Love Hope Strength.”

Walker was right on all fronts. Golfers want to be involved in worthwhile causes and they want to experience cool moments in their own lives. You see it whenever celebrities show up for golf events that promote their charities. But when members can do more than rub elbows with retired baseball stars, when they can sing a few bars of their favorite Gin Blossoms tune on the 6th tee with the guy who wrote it, that’s the sort of one-of-a-kind moment that separates great members from good ones.

When golfers can combine their desires for giving and experiencing through events like the one at Desert Pines, everyone wins.

Ironically, Topgolf’s demographics show that over 50 percent of those playing aren’t (traditional) golfers. Someone who doesn’t have the time commitment or is intimidated by going out on a course might certainly want to try this as an introduction to golf, so it’s a very popular amenity.”

Nemacolin’s guests have come to expect the unexpected.

“The Topgolf Swing Suite touches every demographic for us,” Kmiec says. “The unique experience enhances corporate events, private parties, bachelor and bachelorette celebrations, and old-fashioned family competition by using the planet’s best technology. With Topgolf on board, we’ll have a one-of-a-kind interactive and highly social experience for our guests and members.”

In addition to the popular Topgolf game, which was designed for the enjoyment of golfers and non-golfers alike, the Topgolf Swing Suite includes multi-sport games, HDTVs, comfortable lounge seating, and food and beverage offerings.

“This is a great new amenity that is being embraced by our guests,” says Sustainable Communities resident Paul F. "Tip" Tippett. "I find myself spending way more time at Topgolf than I expected. It’s a great place to go with friends and family, and I’ve even played some of the games with my dog. This is the perfect addition to Nemacolin Woodlands Resort and it’s making the experience even better for all of our guests.”

In addition to the TOPGOLF SWING SUITE, Nemacolin Woodlands Resort offers a variety of amenities that cater to every demographic. From luxury accommodations to top-notch dining options, guests can enjoy the perfect ingredients for a perfect stay. With over 3,900 acres of prime golf courses, spa facilities, and a variety of dining options, Nemacolin Woodlands Resort is the perfect destination for anyone looking to enjoy a luxurious getaway in the heart of Pennsylvania's Pocono Mountains.
What steps are you taking to engage the next generation of golfers?

We focus a great deal of attention on making sure that we have regular junior activity programs throughout all school holidays and at weekends so we can encourage youngsters to roll up and participate at almost any level. We also try and ensure young females are as well accommodated with separate lessons for them and then we encourage them also to join in mixed groups. Ladies are another focus and in the UK we have plenty of opportunity to do more for this category of potential new golfers. The percentage of female players in the UK is far lower than the rest of Europe and, therefore, presents an opportunity for us. Running programs for seniors is also something we plan to put more effort into, particularly emphasizing the health and social benefits of taking up the wonderful game of golf.

What is the most unique thing about your course in the UK?

There really is not too many major than that makes our courses unique. As a multi- course owner we operate three private members clubs with Burhill Golf Club, Walton on Thames, Surrey being our main one. We also have a British Open Qualifying Golf Course, the other two are both located in Hertfordshire Borderline GC and Abridgebury GC. The other seven are all pay and play clubs offered alongside our own. This model fits well, which is very popular with our customer base. They all feature extensive practice facilities, driving ranges and mini-golf courses or short course facilities either nine or 18 holes, and two also try and ensure young females are as well accommodated with separate lessons for them and then we encourage them also to join in mixed groups. Ladies are another focus and in the UK we have plenty of opportunity to do more for this category of potential new golfers. The percentage of female players in the UK is far lower than the rest of Europe and, therefore, presents an opportunity for us. Running programs for seniors is also something we plan to put more effort into, particularly emphasizing the health and social benefits of taking up the wonderful game of golf.

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What is the golf industry’s biggest hurdle right now and how should it be addressed in your opinion?

Our biggest hurdle in the UK is to stop the decline in participation in the game of golf and in annual memberships at golf clubs. Because the Burhill Group have a very clear focus on this area we are managing to maintain our membership numbers along with a number of other clubs, but this is very hard work and requires continual investment in both the product offering and the people employed within the clubs. The UK trend is quite positive for clubs that are investing and providing facilities that the new breed of golfers requires. Clubs must be friendly, offer clean and tidy facilities with well-trained and knowledgeable staff who want to help and are prepared to actively engage with members and visitors alike. Golf is not rocket science; people will always go to quality facilities that offer value for money for the price point they are prepared to pay. Knowing and understanding who your target customers are is a very important part of this issue and ensuring your efforts are targeted at what they want.

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Cleveland Country Club
Shelby, NC

NEW LISTING: Just 40 minutes west of Charlotte, pristine, 1926 championship course with large southern style clubhouse with pro shop, bar/grill, dining room, meeting rooms, locker rooms, offices, two pools, tennis courts and more. $1,350,000. Contact Brett at Miller Management Associates, Inc. 828-775-7765, brett@mmagolf.com.

Confidential - Retail Store
Carolina location

Yes, a retail store that is profitable and more than just supplemental income. Includes the business, equipment, trade name, inventory (fluctuates) has been around over 12 years with business, equipment, trade name, inventory than just supplemental income. Includes the leasehold. $1,350,000. Contact Brett at Miller Management Associates, Inc. 828-775-7765, brett@mmagolf.com.

Crosswinds Signature Par 3
Golf Course

Unique upscale lighted, 18-hole Par 3 course located west of the Mississippi River. Call Brett at Miller Management Associates for more information. 828-775-7765, brett@mmagolf.com.

Linville Falls Golf Club
Linville, NC

Championship 18-hole layout designed by Lee Trevino with fun challenge shop, grill, a awarded cart shed, driving range. Bant greens, Bermuda fairways, with highway frontage on 221 to the tourist des of Boone, Banner Elk and Blowing Rock. Owner financing with PRICE REDUCED with solid down payment. $950,000. Contact Brett at Miller Management Associates, brett@mmagolf.com 828-775-7765.

Retreat at Lake Toxaway Country Club
Lake Toxaway, NC

NOW: Spectacular mountain home/lodge/rental at one of Western NC’s premier communites and to Lake Toxaway Country Club. Incredible 80-mile mountain and lake views from all rooms in this $700 square foot, one custom home. Recent waposed at $1,345,000, priced now at $950,000. Call Brett at Miller Management Associates, 828-775-7765 or brett@mmagolf.com.

Silver Creek Plantation Golf Course
Morganton, NC: Western North Carolina

18-hole championship design, rolling terrain with Bermuda fairways and bent greens. Includes excellent prac ce facility that is golf school ready. prac ce, green, pavilion, spectacular clubhouse. NO deferred maintenance. Contact Brett at Miller Management Associates, 828-775-7765 or brett@mmagolf.com add to on site and land avail able. PRICE REDUCTION NOW $1,150,000 Owner Financing Possible.

Skylands Golf Club
Table Rock, SC

Beau j, rolling 18-hole course located ON the Blue Ridge Parkway near the WNC state line. Includes pro shop, snack bar, rec room and 6 lodge rooms in clubhouse. Also, 39 lots included! Separate maintenance facility, includes equipment. Great owner operator op on on and owner finance on available. Only $750,000. Contact us for more information on. Brett Miller at Miller Management Associates, brett@mmagolf.com; 828-775-7765 in conjunc on with Hilda Allen Real Estate.

Springdale Resort
Caron, NC

Stunning 388+/ acre property with development potential at for a variety of uses from eques trian, summer country club, retreat at Lake Toxaway Country Club. Incredible 80-mile mountain and lake views from all rooms in this $700 square foot, one custom home. Recent waposed at $1,345,000, priced now at $950,000. Call Brett at Miller Management Associates, 828-775-7765 or brett@mmagolf.com.
CGCOA's New "Golf is Good" Campaign

The California Golf Course Owners Association (CGCOA) just announced its "Golf is Good" campaign, designed to reshape the image of golf in the minds of elected officials, prospective golfers and the public at large. In the coming weeks, messaging surrounding the initiative will be distributed to each legislative office, water district and local governing body in the state.

Subsequent phases of the "Golf is Good" campaign will include alternate messaging promoting golf’s many other benefits, such as fitness, community resource, neighborhood property values, recreation, and more. It is CGCOA’s intention that eventually the campaign will be aimed at non-golfers, with a message encouraging them to give golf a try.

Visit https://cgcoa.net/golf-is-good/ for more information on the campaign, or contact CGCOA’s Executive Director Marc Connelly at (916) 214-6495 or at mconnerly@connerlyandassociates.com.

Let’s connect!

NGCOA is sharing a lot of valuable content on our social media channels to help your business succeed and grow… please follow us for Association news, event info, industry articles, partner discounts, and much more!

Remember to tag @NGCOA and #NGCOA in your important and fun course updates so we can follow you and share your news as well!

Help us #CraftYourGBC19

What if the classes at a golf conference were EXACTLY what you needed? NGCOA wants to make that a reality for you. Email Boots Gifford, NGCOA’s Director of Education, at bgifford@ngcoa.org with answers to these questions… then stay tuned for an educational program you can’t wait to participate in!

What keeps you up at night?

What is your biggest operational challenge?

What if you could learn that ONE thing to make life easier?

Thank you to the sponsors who are getting our industry tech-forward!
What’s happening in the Accelerate Member Community?

Log into the Accelerate Member Community at accelerate.ngcoa.org to read more about, and add to the discussion of, these and other critical issues in golf business. Here is a sample of recent discussions; reply to these, or post your own for member feedback!

**Payout for Prizes**
What do other clubs do for prize money awarded to mens and ladies clubs? We are a privately owned 9 hole public course, and our policy has always been prize money is used for merchandise and use of rental equipment, not for the use towards paying for green fees and for restaurant charges…

**Rental Pull Carts**
We are in the market to purchase new rental pull carts for our course this year. We are wondering what the best one was on the market right now…

**Pond Divers**
We are looking for a pond diver for retrieving golf balls. Anyone know of people who still do this?

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NGCOA Members — Are you getting your rebate checks?

Have you made purchases with Yamaha, Pepsi, Rain Bird or Toro through the NGCOA Smart Buy Marketplace? Please remember to submit your Smart Buy rebate forms for any qualifying purchases as soon as possible!

Members converting from a competitor receive $50 per golf car or utility vehicle for purchase or lease. Members renewing their fleet receive a free registration for Golf Business Conference or Golf Business TechCon.

Members receive a $2.00 rebate per gallon on Pepsi brand post-mix fountain products, $1.10 per 24-count case of packaged products relating to the brand Gatorade, $0.75 rebate per case on all other Pepsi brand bottle and can products and FREE service and preventative maintenance!

1.5% rebate on the purchase price of Rain Bird Golf Products when purchased from a U.S. Authorized Rain Bird Golf Distributor or a Golf Contractor who purchased from a U.S. Authorized Rain Bird Golf Distributor.

1% rebate on new and/or 0.5% rebate on used Toro branded equipment purchases for existing courses converting from a competitive brand, and initial purchases for newly constructed courses.

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Do You Have an NGCOA Membership Success Story?

Is your business better off as a result of your membership in NGCOA? We want to hear about it!

- Have you discovered a game-changing product, or have you saved lots of money, through our Smart Buy purchasing program?
- Did you learn something at an NGCOA event that significantly impacted your operations?
- Did participation with our advocacy team result in change to your most challenging legislative issues?
- Through NGCOA, have you made a professional connection who has become a valued colleague?

Tell us your story, and you could be featured in an upcoming membership advertising campaign! Email a highlight of your NGCOA membership experience to Renee Flowers, NGCOA Director of Marketing and Communications, at rflowers@ngcoa.org.

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Add Your Golf Course as a Get Golf Ready Certified Facility

Stephen F. Mona, Chief Executive Officer, World Golf Foundation recently updated the industry on the status of Get Golf Ready (GGR), the golf industry’s adult player development program. It’s undergoing a change in the coming months that will see all stand-alone adult entry-level instructional programs being welcomed under the Get Golf Ready umbrella. The goal is for the GGR website (getgolfready.co) to be the go-to directory for adults looking for instructional programs.

If your facility has a stand-alone entry-level instructional program, register on the Get Golf Ready facility certification page (getgolfready.co/become-a-get-golf-ready-partner) so it can be listed on the newly-launched GGR website.
**GAME FOR MORE... possibilities**

Experience the latest game-changing technology

Developed in partnership with the Greg Norman Company and Verizon, the Shark Experience in-car entertainment package offers music, news, sports and more to engage a wide audience of golfers—and keep them coming back for more.

Don’t miss your chance to preview this exclusive software at the PGA Show.

VISIT CLUB CAR IN BOOTH 2928 for a personal demonstration, and see how you can move the game forward in 2018.

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### NGCOA Smart Buy Marketplace

NGCOA members get significant discounts, rebates and value-added packages from hundreds of the most recognized names and reputable, industry-leading companies. Many of these companies offer exclusive deals not available anywhere else.

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Golf Cars &amp; Utility Vehicles</td>
<td>Members converting from a competitor receive $100 per car for purchase or lease. Members renewing their fleet receive a free registration for Golf Business Conference or TechCon.</td>
</tr>
<tr>
<td>Human Resources &amp; Payroll</td>
<td>30% discount on new ADP services.</td>
</tr>
<tr>
<td>Business Credit Card</td>
<td>No Annual Fee with Unlimited 2% Cash Back.</td>
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<tr>
<td>Televisions Programming</td>
<td>Up to 60% savings on programming with DIRECTV.</td>
</tr>
<tr>
<td>Food and Beverage</td>
<td>Includes Sysco, Gordon Food Service, Performance Food Group, and other popular suppliers. Up to 50% savings on ordering with entegra.</td>
</tr>
<tr>
<td>Beverage Supplier</td>
<td>$2.00 rebate per gallon on Pepsi and post-mix fountain products and rebates on bottles, cans and Gatorade.</td>
</tr>
<tr>
<td>Customer Experience Solutions</td>
<td>Free survey tool and 55% off Players 1st’s top-tier Combined Package.</td>
</tr>
<tr>
<td>Irrigation Solutions</td>
<td>1.5% rebate for NGCOA member golf courses that purchase Rain Bird Golf Products during contract terms. Rebate is based on the selling/award price, and is paid to the NGCOA member course.</td>
</tr>
<tr>
<td>Hourly Employment Job Board &amp; Hiring Solutions</td>
<td>Save 10% on services.</td>
</tr>
<tr>
<td>New and Used Turf Equipment</td>
<td>1% rebate on new and 0.5% rebate on used Toro branded equipment purchases for existing courses converting from a competitive brand, and initial purchases for newly constructed courses.</td>
</tr>
<tr>
<td>Automotive Vehicle Manufacturer</td>
<td>Significant factory direct fleet discounts on 2019 GM products.</td>
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<tr>
<td>Alternative Golf</td>
<td>15% discount on lowest pricing available at FlingGolf.com.</td>
</tr>
<tr>
<td>Pre-Owned Turf Equipment</td>
<td>Discounts on tiered pricing plus 120-day extended warranty (normally 90-day).</td>
</tr>
<tr>
<td>Automotive Vehicle Manufacturer</td>
<td>Significant factory direct fleet discounts on 2019 GM products.</td>
</tr>
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FIND DETAILS ON SAVINGS FROM THESE BRANDS AND MORE AT NGCOA.ORG/SMARTBUY
Driving it long in the game of golf is a huge advantage. So too is having a procurement partner that provides comprehensive purchasing solutions to help drive your club’s overall success.

ENTEGRA PROCUREMENT SERVICES IS READY TO MAXIMIZE YOUR CLUB’S PROFITS FROM TEE TO GREEN BY PROVIDING:

- **Competitive pricing** on extensive product selections
- **Quality brands** your members expect and appreciate
- **National partnerships** with industry-leading manufacturers and distributors to include Sysco Foods, GFS, Edward Don, Cintas, etc.
- **Procurement solutions** for all your club’s needs including F&B, course maintenance, operational equipment, uniforms, branded products and more

For a Procurement Program designed to meet your needs—with the flexibility to be modified as your club’s goals change—count on entegra.

Entegra is proud to support the NGCOA as a Preferred Supplier in the NGCOA Purchasing Network.

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