



Communication Techniques for Exceeding Expectations while Managing a Budget

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Wait . . . what????

Understanding the title -



Communication Techniques

- What techniques?
- Who?
- What are you telling them?



Exceeding Expectations

Exceeding or Managing?



Managing a Budget

Eroding, stagnant or increasing?

Show of hands . . .



Case Studies

- Lunch group – 8 to 12 superintendents from around Atlanta meet once per month for lunch
- Cannongate Group – Joe Guerra operates 28 courses in the metro area



Budgets

- Lunch Group
 - Mostly stagnant (same as eroding)
 - One declining or eroding budget
- Cannongate Group
 - Declining mostly
 - Reversal of thinking



Exceeding Expectations

- Lunch Group
 - Doing more with less
 - Doing less with less but strategically
- Cannongate Group
 - Hit the bottom of expectations
- Overall – more focus on money has caused an evaluation of expectations



Communication Techniques

- Techniques
 - Blogs, Twitter, Facebook, Email
 - Web Pages, Video, Pictures
 - Newsletters
 - One on one
 - Targeted
 - Complaints



Some Blogs I liked

- <http://skokieturf.blogspot.com/>
 - Donald Cross, CGCS
- <http://garske.wordpress.com/category/par-aide/>
 - Steve Garske
- <http://mccgcm.wordpress.com/>
 - Jimmy Geter, CGCS



Twitter and Facebook

- Supposed to be more “timely”
- Be careful not to be consumed
- Stating a “timely” presence can be a double-edged sword
- FAD or mainstay?



Web Pages

- More functional than blogs
 - Find contact information
 - Book tee time information
 - Pay bills, check accounts, etc.
- Make sure they are easy to update
- Remember to keep them relevant



Videos

- Youtube
- Be careful that the video shows exactly what you want it to show
 - How to fix a ball mark
 - How to rake a bunker
 - Construction video?
 - Science video explaining why grass is dying?
 - Explaining Obama's spending reductions!




Reality

- No one said, “Due to budget cuts, our product will be less than it was before!”
- In a down market you do not cut advertising
- Most blogs and webpages talk about what they ARE doing - not what they AREN'T doing
- Crises – No one talks about what has been sacrificed



What are people doing?

- Build Credibility with Leadership
 - Prepare good reports
 - Help save money in all areas
- Shopping lists
 - Man hour accounting
- Full Time Equivalents
 - Cherokee Town and County Club showed eroding budgets (accepting less – for now)



If you're too busy talking, you're
not busy listening.

- Zac Brown

Listen to customers, clients,
employees, etc.



Budgets and Communicating with People

- EVERYONE is concerned about their jobs
- Be clear
- Don't expect to make everyone happy
 - Clients still pay the same
- Be careful what you promise
 - Case Study UGA CAES (Dean Angle's Leadership)
 - Police and Firemen (Greens and Tees)
 - Better cut them if you say you are



Where are we headed?

Tight(er) markets and more competition



Take Home Messages



Prepare your leadership for eroding budgets – bank credibility

Do the things good managers do!



Manage Expectations

- Handle complaints quickly
- Talk about what you are doing
- Good leadership



Communicate Using All Options

Clearly, often and be careful what you promise (good or bad)



Questions?

Thank you

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