

A Whole New Ballgame: Managing Your Career Through A Changing Golf Landscape

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GCSAA - San Diego 2013





Once a
caddie . . .



... always a caddie

Lessons from the caddie yard

- Recruitment into the game
- Learn the value of hard work
- Learn how to read people's character
- Learn that rich people can be really stupid, too
- Value of a portable, battery-operated GPS bullshit detector





PGA TOUR | P40
Monster tamer, Part II

APPROACH SHOTS | P4-6

> Ohio GA: One ball for all > FedEx playoffs on move?

Golfweek®

www.golfweek.com | 03.11.06

Read it. Live it.

AMERICA'S BEST COURSES | P8-39

A Classic No. 1

Cypress Point overtakes Pine Valley atop annual rankings



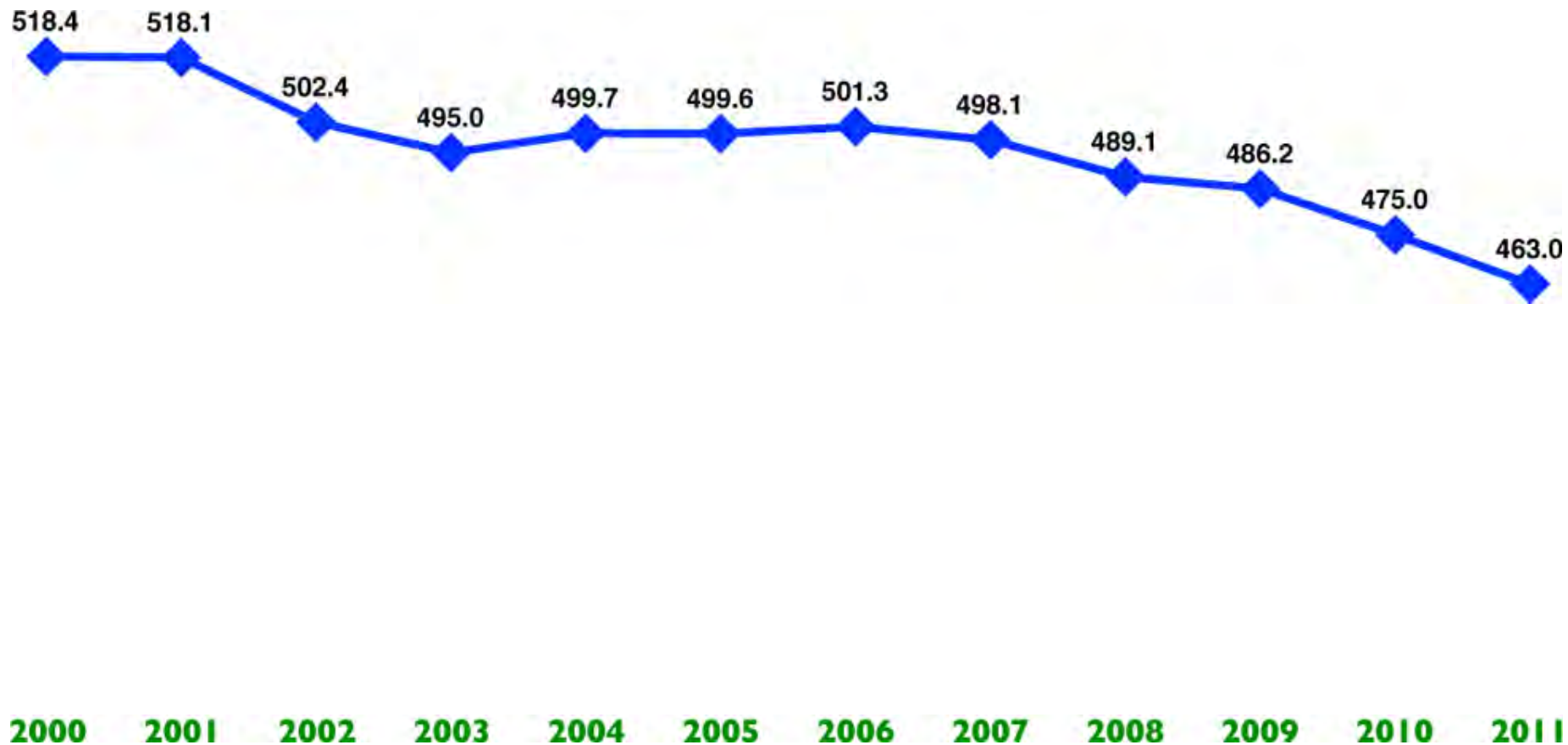
A photograph of a golf course. In the background, a pond is bordered by a stone wall. Two workers in dark clothing are using red-handled tools on a green. In the foreground, a group of five workers are crouched in tall grass, working. A green golf cart is partially visible on the right. The text 'Golf's Weird Business Model' is overlaid on the image.

Golf's Weird Business Model

- land extensive
- labor intensive
- family farming
- retail operation
- service oriented
- highest contact service by lowest paid staff

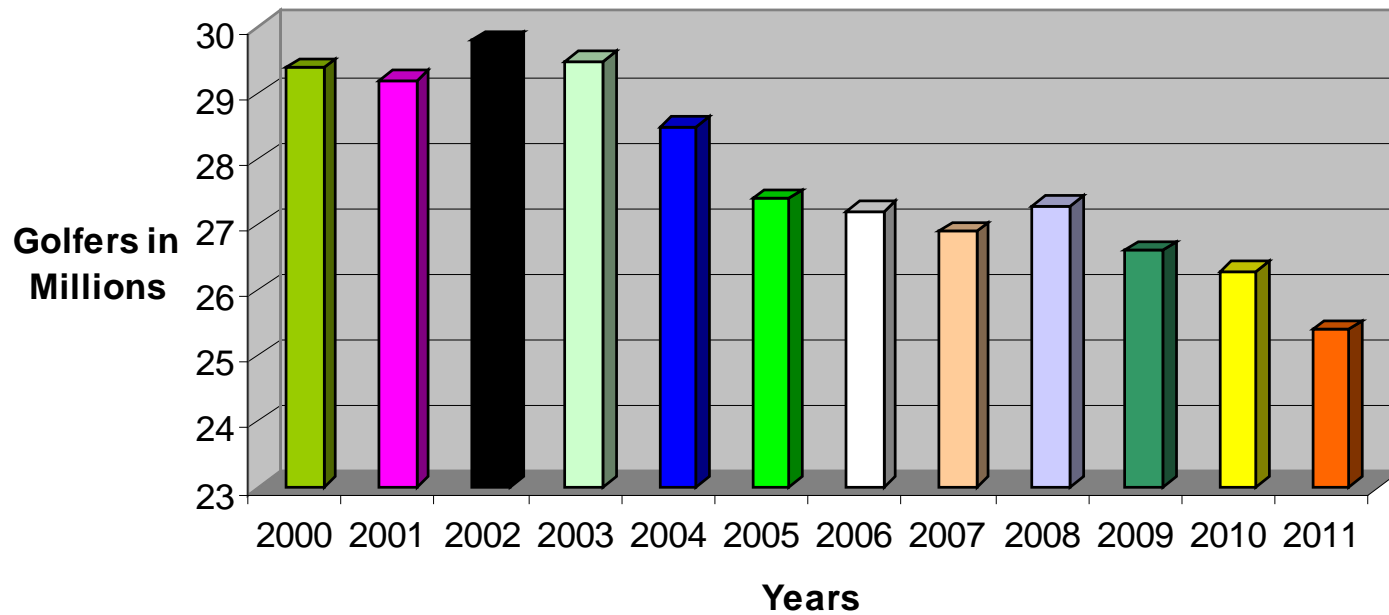
Rounds Played Volume

(In Millions)



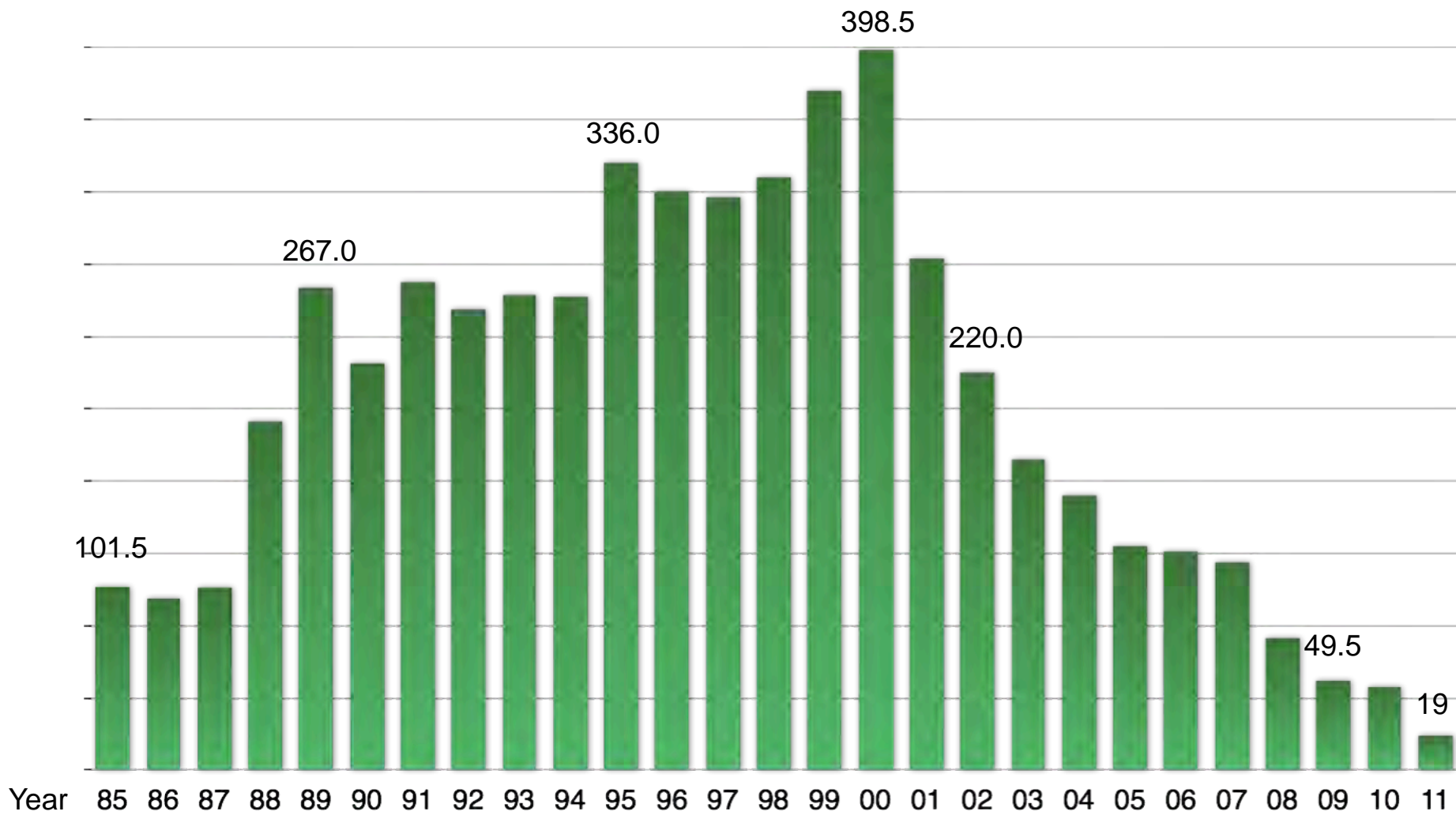
(SOURCE: NATIONAL GOLF FOUNDATION)

Golf Participation

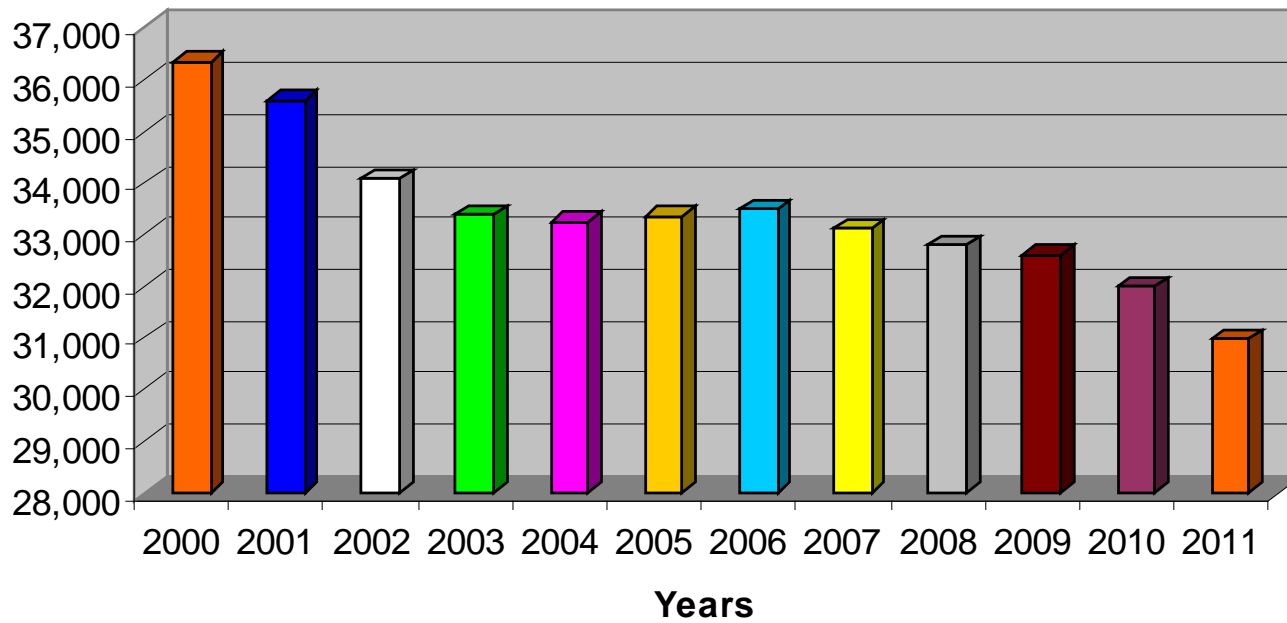


Golf Course Openings

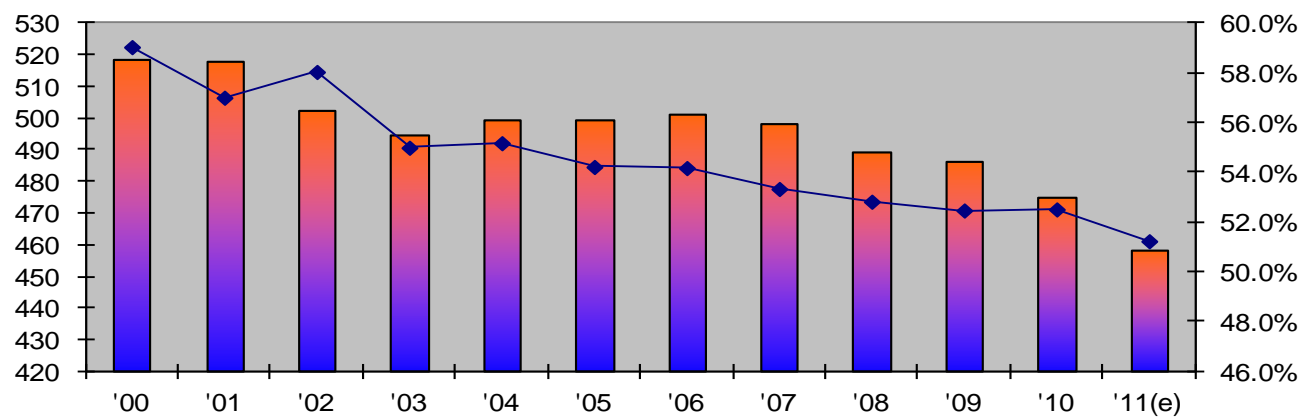
(in 18 hole equivalents)



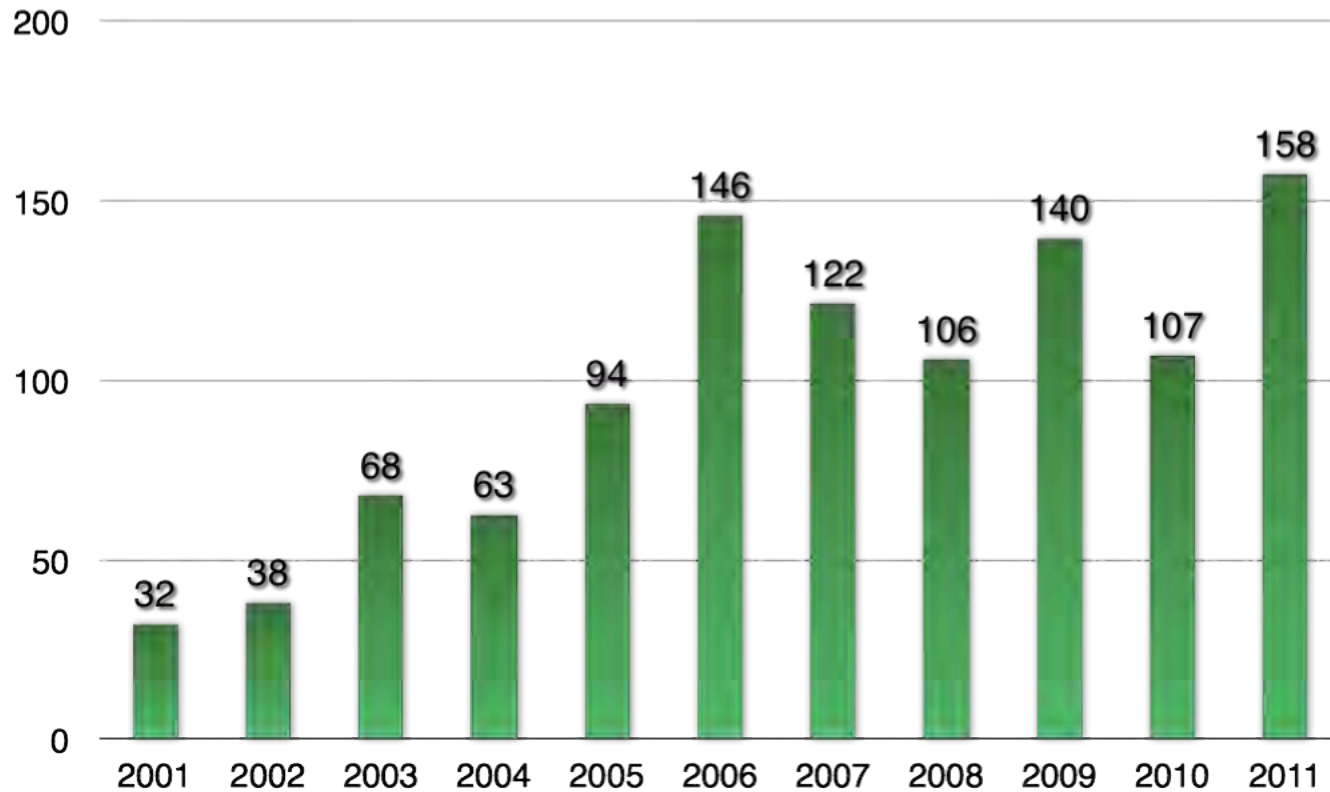
Annual Rounds (Velocity) per 18 Hole Golf Course



**National % Utilization Trend
2000-2011**

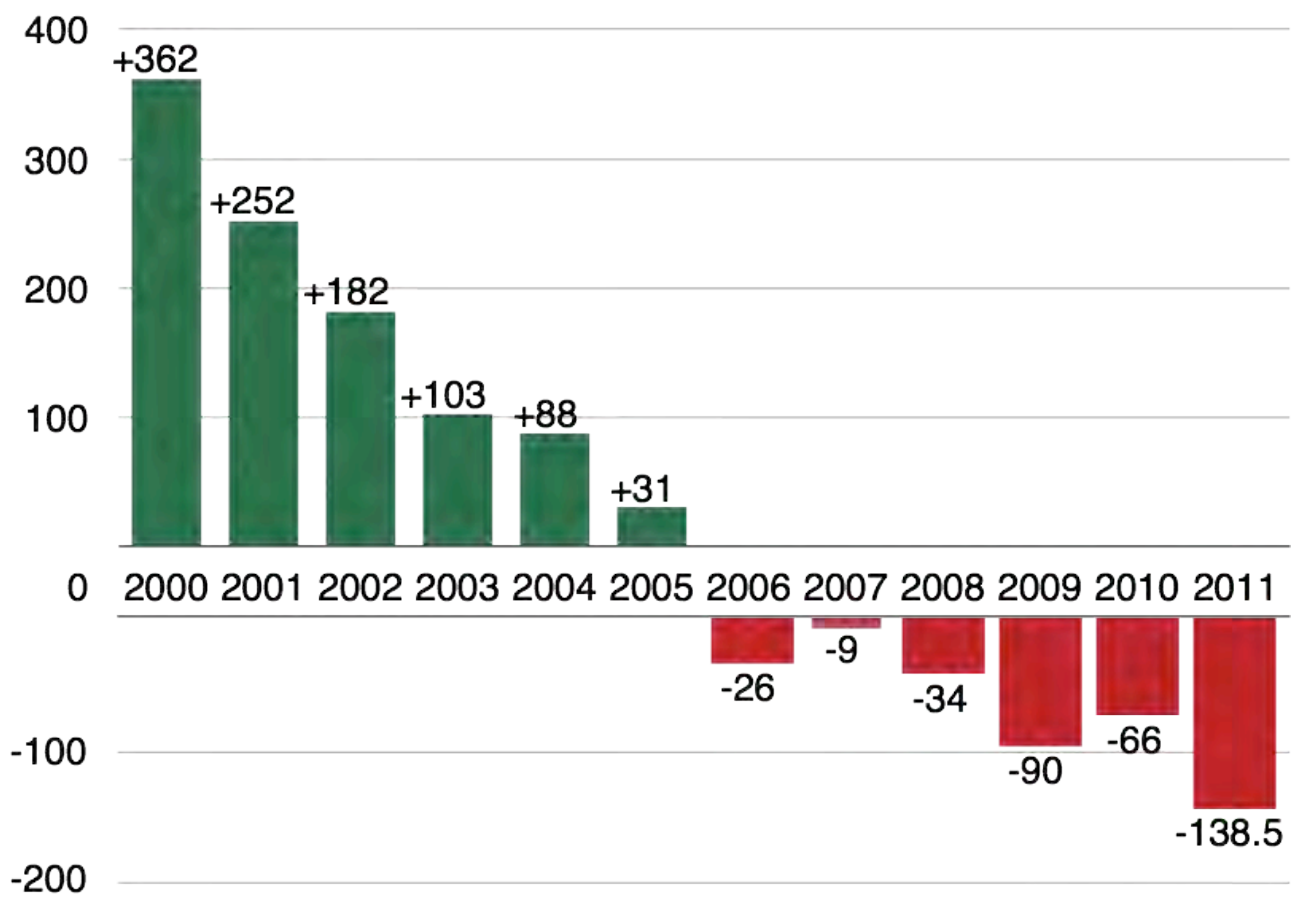


Golf Facility Closures



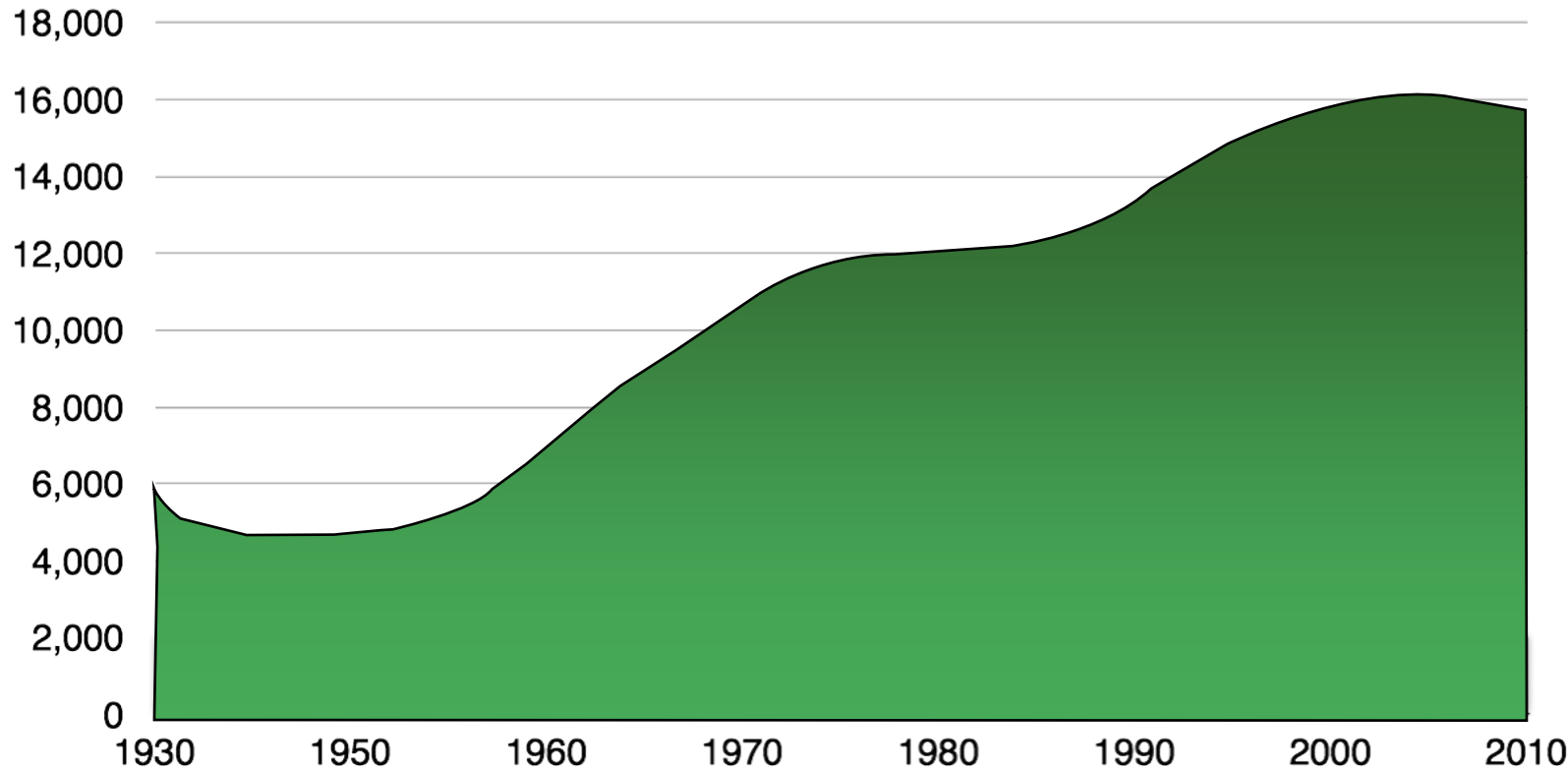
18-hole equivalents

Net Change in the Supply of Golf Courses 2000 - 2011



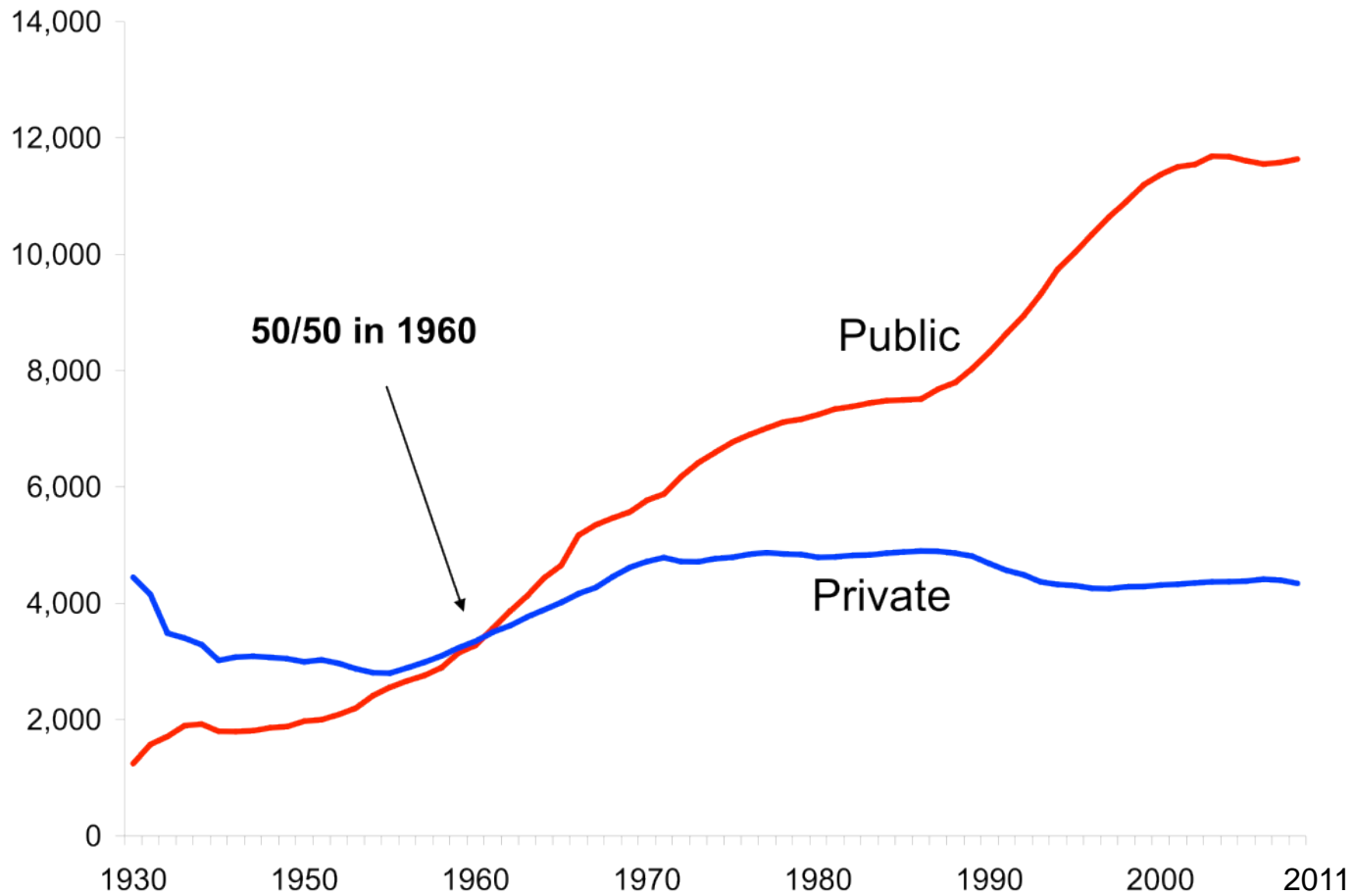
(SOURCE: NATIONAL GOLF FOUNDATION)

Golf Facility Development

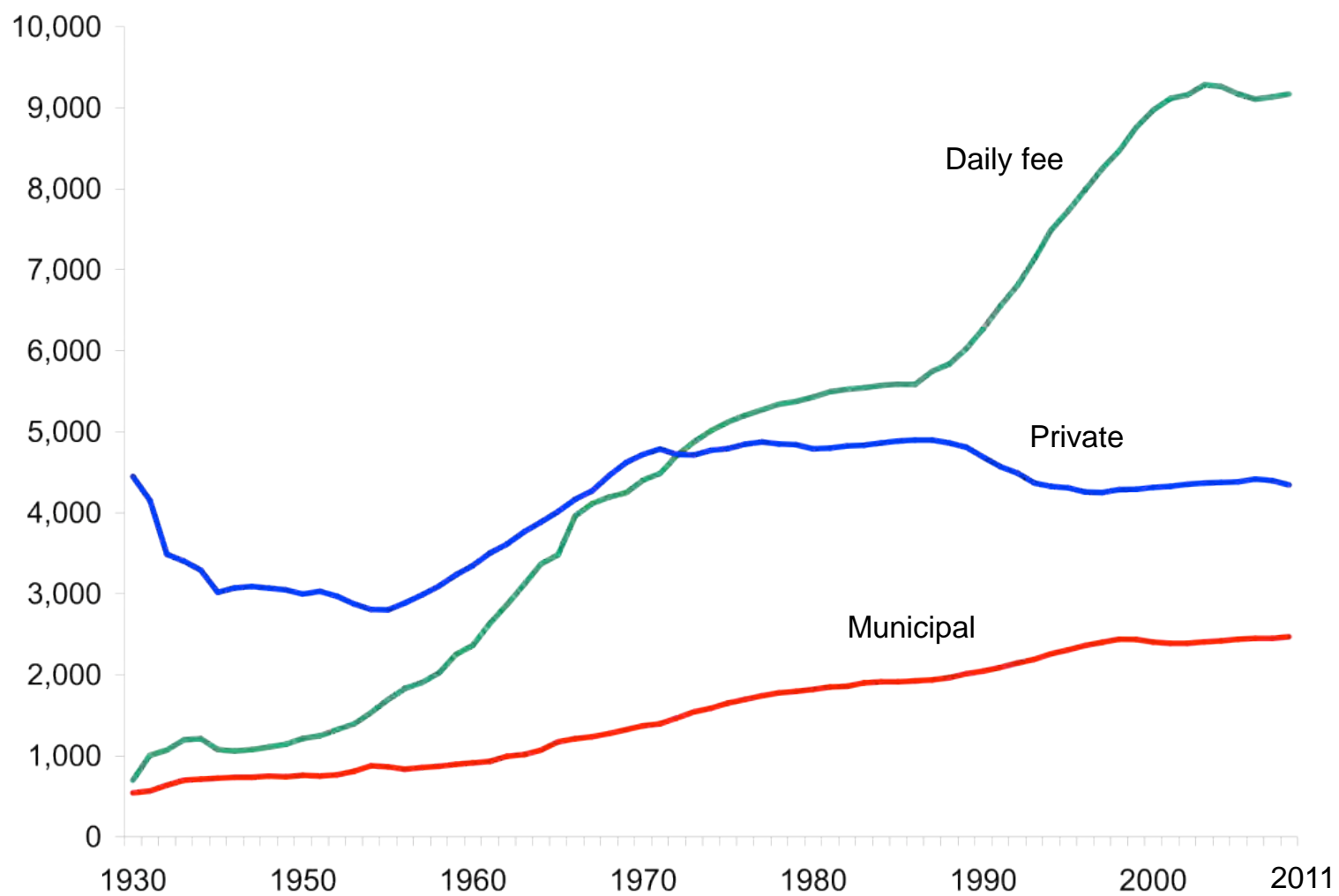


(SOURCE: NATIONAL GOLF FOUNDATION)

Golf Facility Development



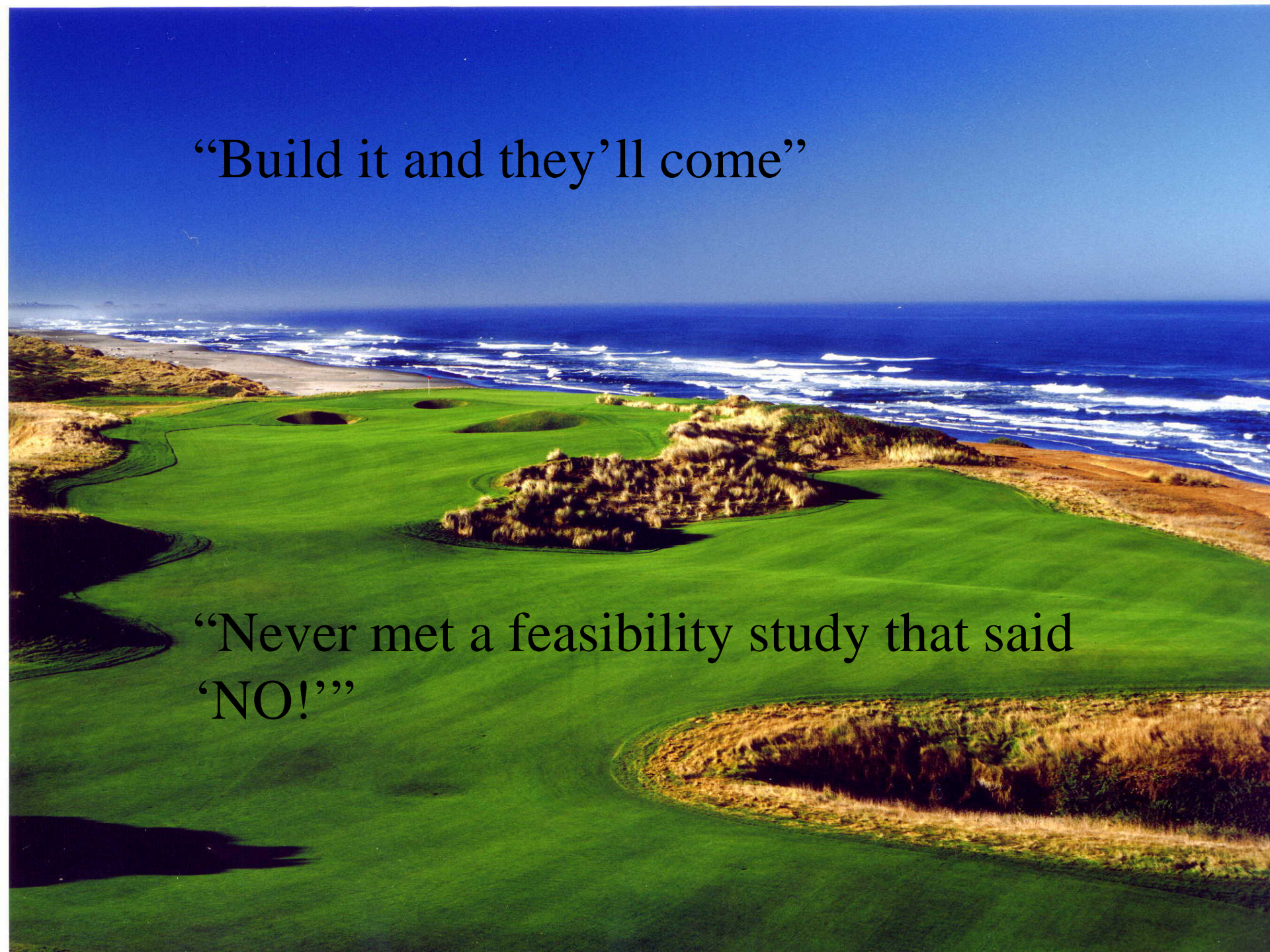
Golf Facility Development



(SOURCE: NATIONAL GOLF FOUNDATION)

“Build it and they’ll come”

“Never met a feasibility study that said
‘NO!’”



Everybody was lying





Sex sells
. . . for a while







Las Vegas: Illusion & Mirage





WILLS' CIGARETTES.



Golf and Modern Culture





The new golf market

- Club was the center of leisure & status consumption
- Corporate entertainment less important
- Gender roles have changed
- Missing “next generation”
- Too many entertainment alternatives
- Outback, Starbucks and restaurant proliferation
- DUI laws
- Family commitments
- Less disposable income
- Less disposable time
- Nesting at home instead of at resorts




Unrealistic
expectations cause
undue stress

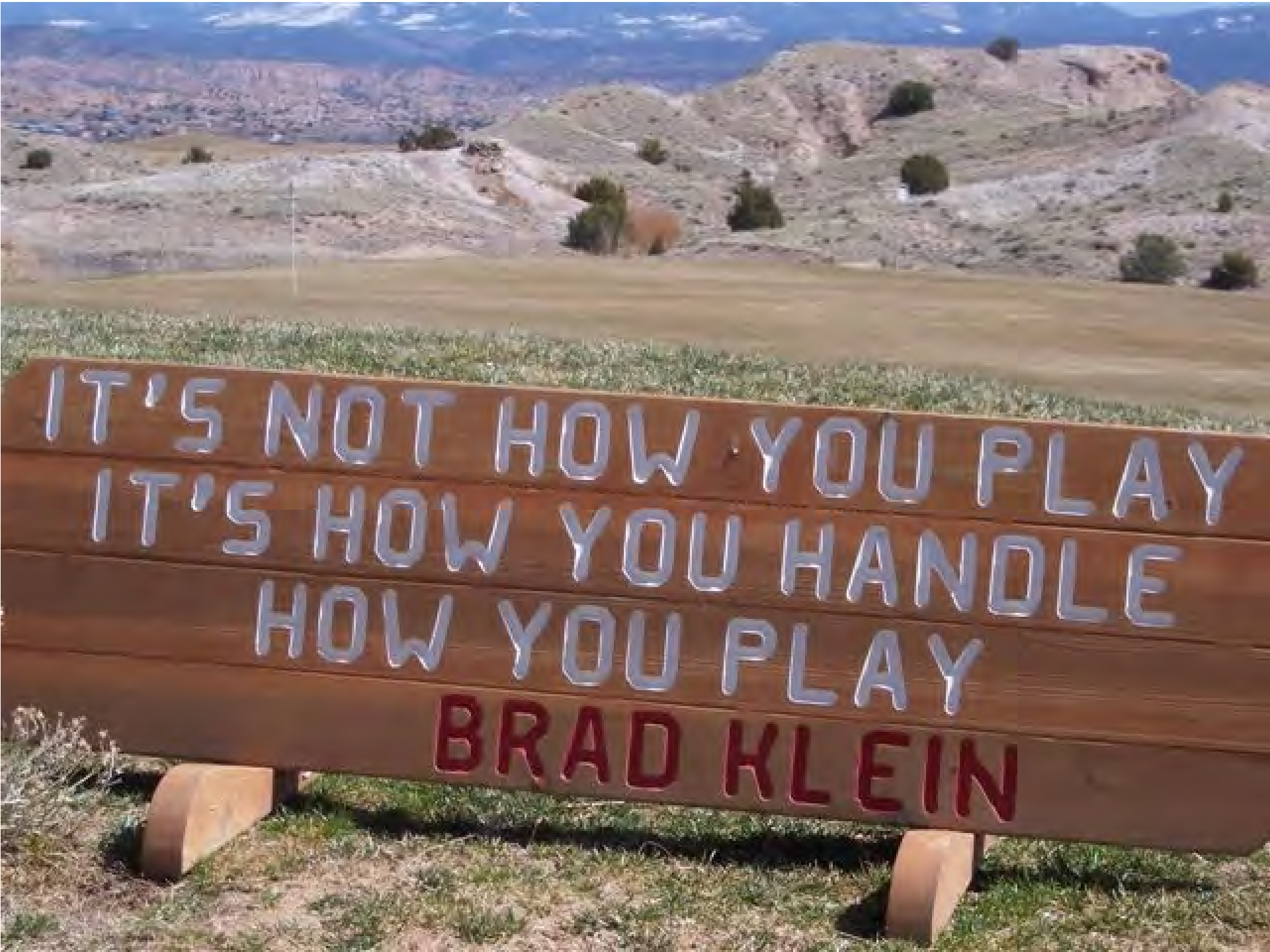


Green Speeds

USGA Green Section - 1977

A photograph of two men in white shirts and khaki pants crouching on a golf green, measuring a distance with a yellow tape measure. The green is well-maintained with visible mowed stripes. In the background, there's a sand trap and some trees under a clear sky.

Augusta National GC	- 8' 0"
Firestone CC	- 7' 5"
Oakmont CC	- 9' 8"
Pebble Beach Golf Links	- 7' 1"
Winged Foot GC	- 7' 5"



IT'S NOT HOW YOU PLAY
IT'S HOW YOU HANDLE
HOW YOU PLAY
BRAD KLEIN

GOLFERS
PLEASE! PLEASE!
DO NOT URINATE HERE

CHILDREN CAN SEE YOU
DO NOT EXPOSE
YOURSELF TO THEM

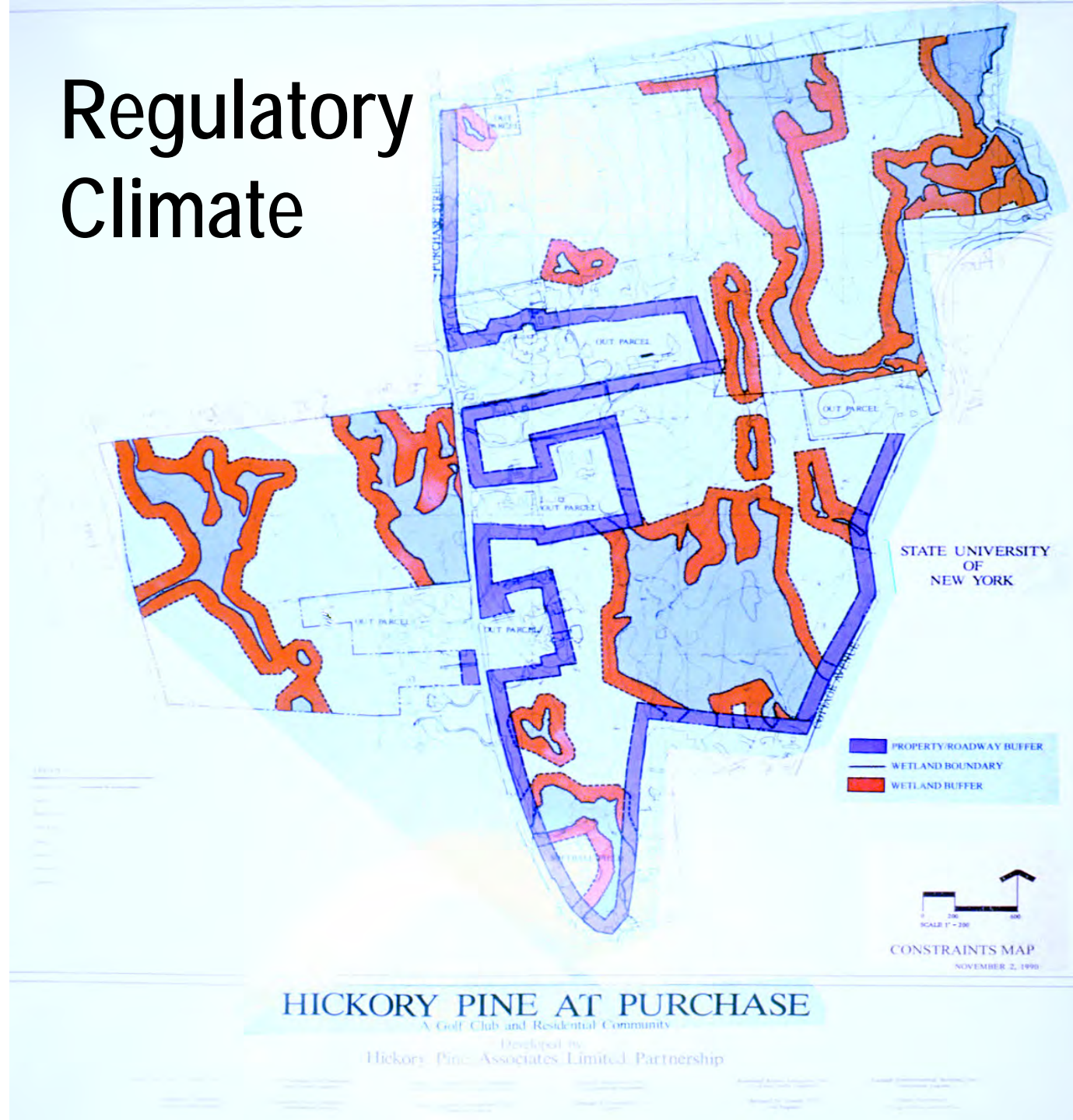
WARNING

**Squirrels Will
Attack Exposed
Nuts**



**Please use
Restrooms at
Pro-Shop or
2nd & 6th Tees**

Regulatory Climate







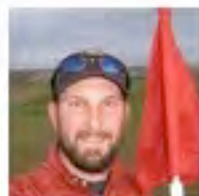


RED COCKADED
WOODPECKER
MANAGEMENT
AREA

**PLEASE
KEEP OUT**

LELY DEVELOPMENT
CORPORATION





nccturf

Have we seen the last of the turf?

<http://fb.me/uFL39a1A>

about 1 hour ago via Facebook

@AdamMoeller Agree w/ Poa intrusion. Biggest thing 4 me is caring 4 the course & leaving it in gd condition 4 those who come after.

about 2 hours ago via TweetDeck in reply to AdamMoeller

New Blog Post: What's this snow mean for the course?: In the grand scheme of things; probably very li... [#turfgrass](http://bit.ly/cOYabi)

about 4 hours ago via twitterfeed

New Turfhugger Post Establishing Natural Areas from Construction with Architect Mike Nuzzo: Rece... [#sustainability](http://bit.ly/cEgBxN)

Name Chris Tritabaugh

Location Duluth, MN

Web <http://www.northlandcc.com>

Bio Golf Course Superintendent @ Northland CC; I love fine, firm turf and work hard to keep NCC that way!

220

following

304

followers

20

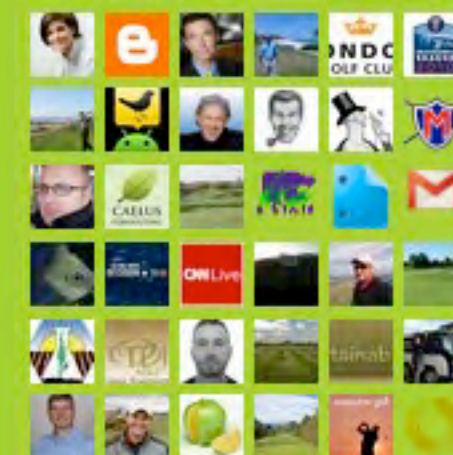
listed

Tweets

1,71

Favorites

Following





Signs of dysfunctionality



- clubhouse edifice complex
- too many membership categories
- capital fund goes to operations
- cut back on services that define the club
- trying to be all things to all people
- revolving membership door / “rent a member”
- deal-making and discounting

Beware of politics

- Lack of member/golfer loyalty
- Factionalism by handicap
- 30 percent can't afford membership
- 90 / 10 rule
- Don't get caught taking sides
- Too many aspiring assistants
- 17-Year Rule

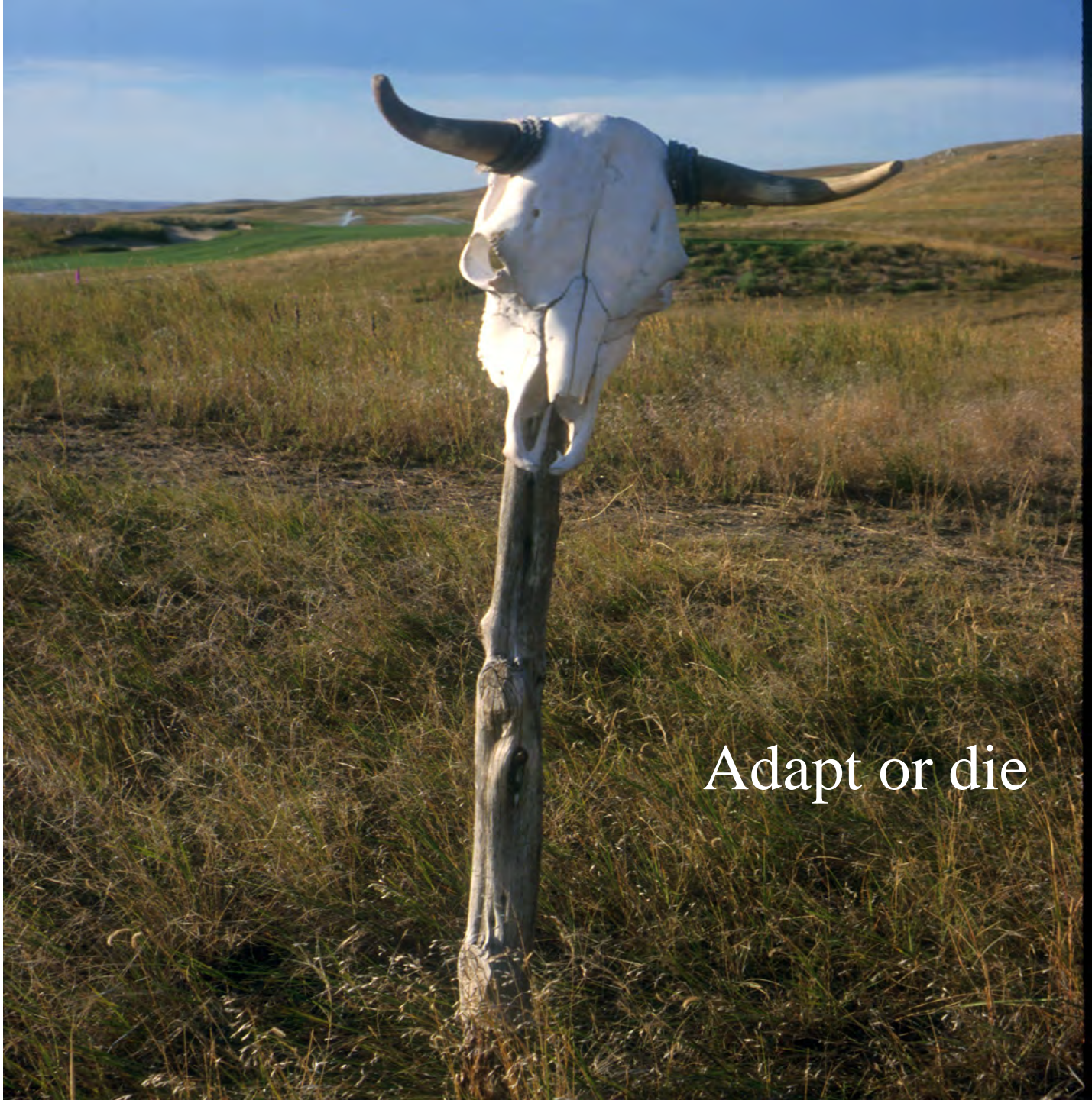
Keys to success

- distinct landscape identity
- attentive service
- simple, clear pricing
- flexible yardage tees
- good practice ranges
- short game areas
- staff as valued asset
- rangers who actually ranger
- allow walking
- junior golf
- the women are happy



12 Ways to Adapt to the New Golf Market

1. Be Honest With Yourself and With Management
 2. Communicate
 3. Seek Honest Criticism from Respected Colleagues
 4. Be Project Oriented
 5. Inspire Your Staff
 6. Have a Five-Year Plan
 7. Have a Plan “B” for Your Plan “A”
 8. Learn to Get Away from Work
 9. Keep Maintenance Area “Interview Ready”
 10. Don't Be Afraid of People Who Are Smarter Than You Are
 11. Deepen a Basic Core Competence
 12. Broaden Your Skill Set from There
- 
- A man in a yellow shirt and dark pants is walking away from the camera on a dirt path that winds through a golf course. He is holding a golf club over his shoulder. The background shows a vast, open landscape with green grass, some trees, and a body of water in the distance under a clear sky.



Adapt or die





