

February 17, 2020 Greensboro, NC

Challenges to Solve, Opportunities to Exploit Jay Karen, Chief Executive Officer - NGCOA

CHALLENGES



SOLUTIONS



OPPORTUNITIES



ENVIRONMENT AND CONDITIONS

WORKPLACE

REVENUE MANAGEMENT

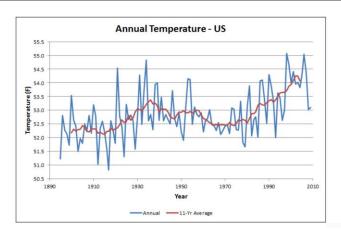
GX

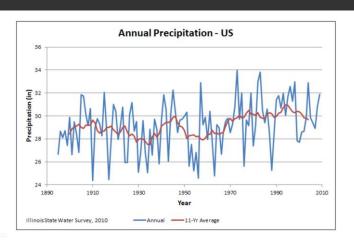
DISINTERMEDIATION

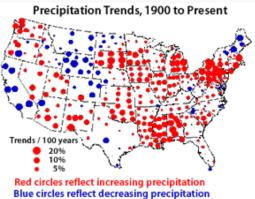
ENVIRONMENT AND CONDITIONS



Weather







Competition, Tastes and Time







Americans work this many hours a year

1979

1,687



2013

1,836

Supply and Demand





Demographics





Human Needs



CONNECTING THE DOTS TO NGCOA









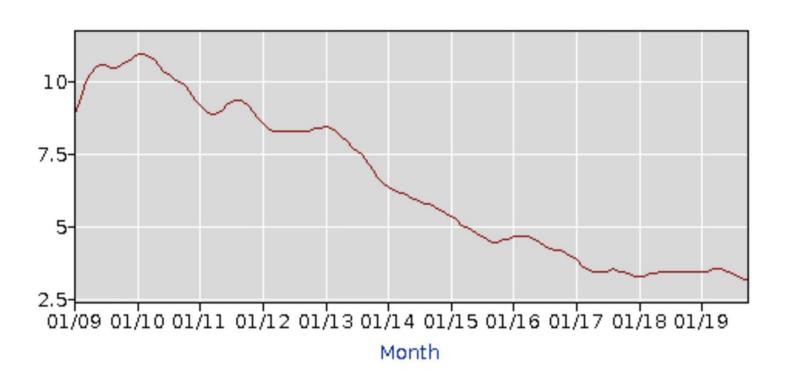


WORKFORCE



Supply and Demand in the Workforce

unemployment rate



Workplace Culture

WHY WOULD PEOPLE WANT TO WORK AT A GOLF COURSE?

- Can you work remotely? Do you have flex hours? Do you offer creative license?
- Do you have fun? Are there F&B/golf benefits? Are there ways to sell golf and earn more \$?
- Give people reason to want to work with you it's no longer about free golf.
- People come for the pay and benefits; they stay for the culture

Workplace Culture Ain't What it Used to Be



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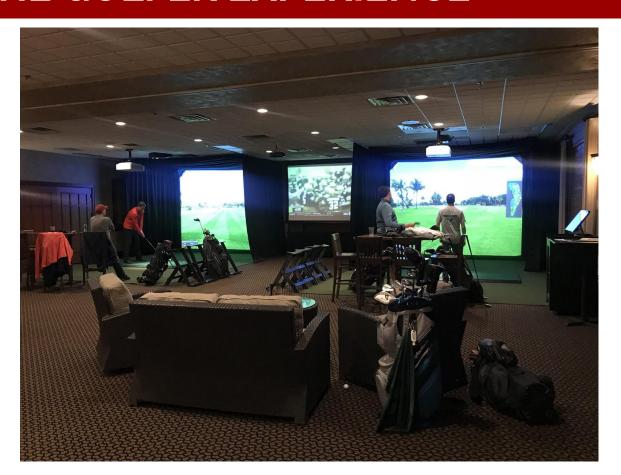
COMING SOON!

- Online Workplace Center
- Diversity and Inclusion Initiative (LEADERSHIP)





GX - THE GOLFER EXPERIENCE



Houston, we Have a Problem

WHERE DO WE BEGIN?

- It's not about time, money and difficulty
- If you are bitten by the bug, then those things don't matter. Shot euphoria is the bug bite!
- HOW are we facilitating more "shot euphoria"?
- Are we connecting with anyone under 50?
- Good hospitality is a salve. Do you train for hospitality?

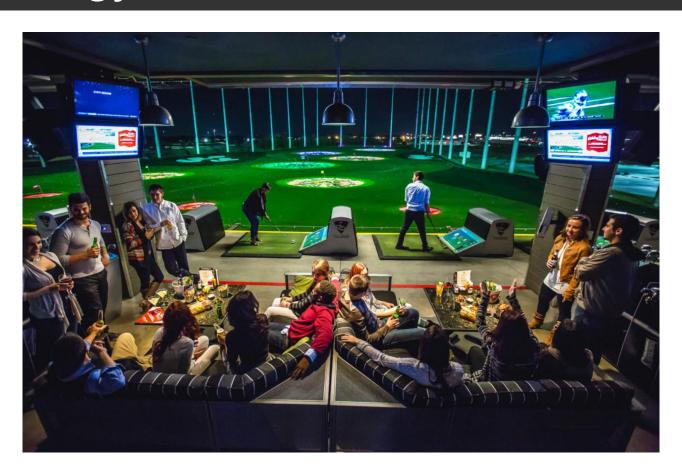
DO IT!

FOOD FOR THOUGHT:

- F&B (Candy Bar for \$2 or Ice Cream Bar for \$5)
- Don't change the core game riff off it!
- Forward Tees, Team Golf, Night Golf
- Experiment!



Technology



Golf Entertainment

THIS ISN'T STAR TREK, FOLKS

- Off course participation rising pay attention to the turnstiles!
- Why is Century Golf liquidating courses?
- Why did ClubCorp invest in Big Shots?
- Why? Figure it out and bring it to your course
- Or set up a satellite campus!
- Don't forget about the range
- This is a revenue game changer for a small business

Golf Entertainment



CONNECTING THE DOTS TO NGCOA



COMING SOON!

Online Hospitality Center



REVENUE MANAGEMENT



Revenue Playbook

PLAYING OFFENSE

- Dynamic pricing/yield management/revenue management
- Recurring revenue and subscriptions

"We are selling hope, not golf."

CONNECTING THE DOTS TO NGCOA



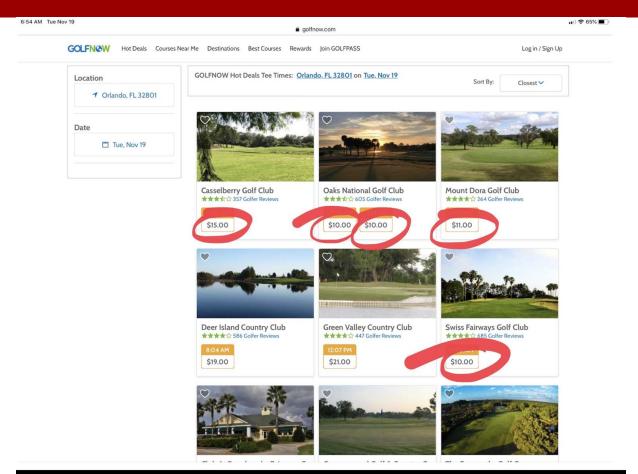
COMING SOON!

- Subscription technology
- RevCon 2020





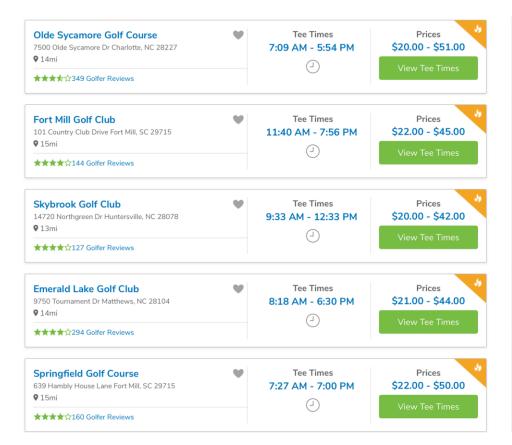
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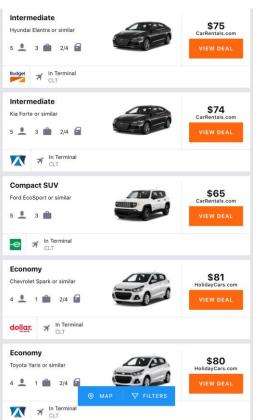


Disintermediation Economics 101

- Negative supply/demand curve NATURALLY creates downward pressure on pricing
- OTTA Job #1 get bartered rounds
- OTTA Job #2 sell bartered rounds
- OTTA Job #3 sell access to free golf
- Cost of Barter
- Barter Opportunity Cost

Disintermediation + Price Abdication = DANGER





Preach!

MONTH, on more than 6,000 courses worldwide. #GoPlay watchgolf.ch/WnhlBc



Why GOLFPASS May be the Worst Thing for Golf Courses Since the Bartered Tee Time

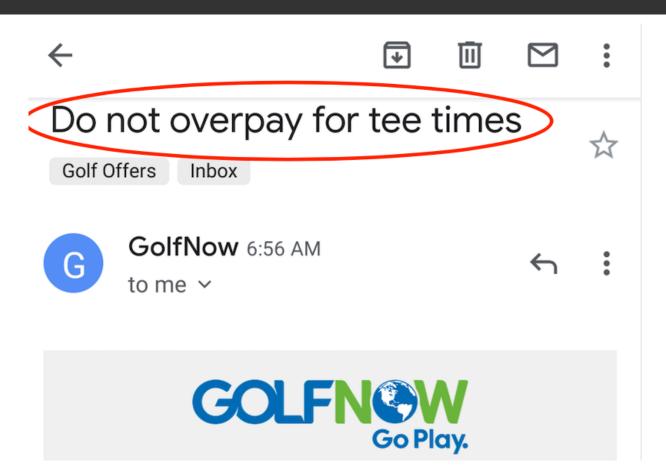
Jay Karen on LinkedIn 🖪



Comment



With Friends Like These...



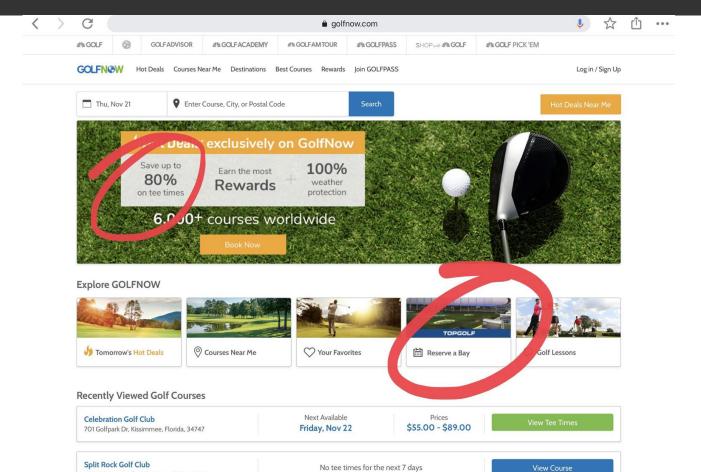
When Your Friend is Not Your Friend



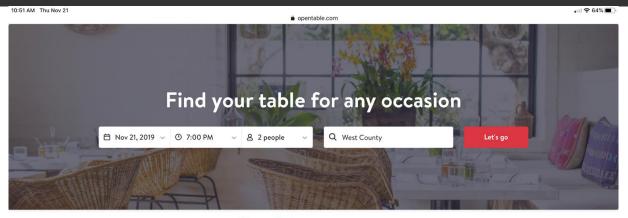
Chew on this food for thought...

- Barter is beating us up; price abdication is knocking us out (\$8.25 golf through GOLFPASS)
- OTTAs are only selling 50% of your bartered inventory don't you think YOU could sell it?
- Sharing your customer = willing to lose your customer
- Crockpotting this is a LOSING sales and marketing strategy. It's weakening the golf industry.
- Demand numbers. Do the math!



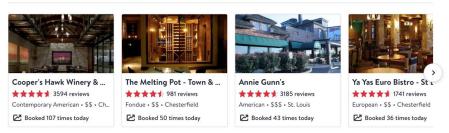


Better, Not Perfect



Popular restaurants in West County

View all





Find your restaurant matches

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COMING SOON!

- Online Tech Center
- RevCon 2020
- Beware of Barter Guide







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