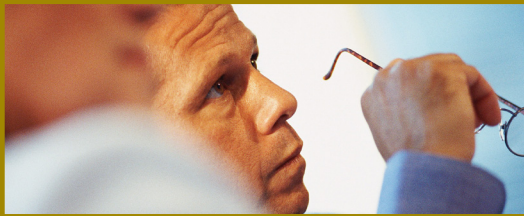




CARR
GOLF SERVICES



A CASE STUDY



WELCOME TO CARR GOLF SERVICES

Carr Golf Services, a division of the Carr Group, is a leading provider of business solutions to the golf industry.

Leveraging our extensive knowledge of global golf markets and working with leading names in the industry, our dedication to the management and development of golf is unmatched.

Founded in 1990, Carr Golf Services provides complete management and operational solutions for a golf facility. Our procedures and expertise in golf course management are both innovative and unparalleled, which is reflected in the growing number of

customers using the facilities we manage.

We have also undertaken a series of golf development and market consultation projects both in Ireland and abroad.

From advisory services to complete operational management, clients of Carr Golf Services benefit from tailored solutions and a partner that is resourceful, diverse, dynamic and committed to superior service and to your financial success.



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CASE STUDY

The following Case Study relates to the management of a members' Golf Club by Carr Golf Services in the Dublin area.

Carr Golf Services commenced operations at the Golf Club in January 2009 and as part of the contract appointed a General Manager (GM) who assumed this role on 20th February.

The appointed GM is supported by the Carr Golf Services team, which includes Commercial Director Ed Pettit and the Marketing and Finance Divisions.

Management at the Golf Club set specific objectives to recruit new members and restructure the business to ensure it remains in a sound financial position.

The information provided represents year to date statistics to the end of June 2009. All statistics were accurate at time of print.

MEMBERSHIP

New Membership Sales

In a difficult economic environment, Carr Golf Services sought out innovative measures to attract new members to the golf club. In total, 6 new membership categories were introduced to broaden the membership base. Potential members can now avail of alternative routes to membership with fewer barriers to entry. These categories have already boosted sales, the full impact of which is expected to be realised in 2010.

In addition it was also important to restructure all existing membership categories, including revising the pricing strategy. Extensive market research had shown that high joining fees were a prominent obstacle in attracting new members. It was thus essential that potential members were seen to get maximum value from their membership.

- 39 new members of the golf club have been recruited since January 2009.
- Introduction of 6 new membership categories to broaden the membership base for 2010.
- Restructuring of all membership categories including revising the pricing strategy
- Introduction of innovative sales initiatives to boost membership sales for 2010.



Existing Members: Retention Strategy

Whilst new members are essential for the growth of a golf club, it is vital that existing members are given the maximum care and consideration. Therefore Carr Golf Services implemented a member's relation plan with the purpose of building club spirit and increasing the use of the facilities. Under this scheme the following initiatives were implemented:

Club Magazine – Carr Golf Services is now producing a digital club magazine on a monthly basis. Developed to provide a strong communications platform to members, the magazine keeps members up to date on club results, course information, recipes from the Head Chef, tips from the pro, introduction of new members to the club and an events diary. The objective of the digital magazine is to engage members, help build club spirit and encourage them to use the facilities more often. The magazines are a unique combination of news and anecdotes while helping to build a vision for the club.

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Social Events - A number of social events were organised in order to create and consolidate friendships in addition to enhancing the overall club spirit. Aside from improvements in member relations, the clubhouse benefited from a boost in revenue and there was an increased level of motivation amongst staff. The initiatives included:



- **Sawgrass Tournament: Leveraging Carr Golf Services relationship with Sawgrass Golf Resort & Spa in Florida, we were able to organise a Sawgrass themed event for members. This included a Florida BBQ, live coverage of The PLAYERS Championship and a fantastic competition with prizes valued over €2,000.**
- **Line Dancing**
- **Poker Nights**
- **Jazz Lunches**
- **PowerPlay Golf**
- **Gala Dinner**

GREEN FEES

Green Fees are another key revenue generating tool for a golf club and from the outset Carr Golf Services were keen to increase the volume of visitors to the course. Carr Golf Services extensive market knowledge led to the conclusion that the Green Fee pricing strategy would have to be restructured in order to attract visiting golfers.

In previous years there had been inefficiencies in relation to bookings in the golf club. In order to rectify this problem Carr Golf Services re-evaluated the booking system and introduced a number of new control procedures for monitoring Green Fee income.

- Green fee income increased **33%** on the same period in 2008
- Restructuring of the green fee pricing strategy
- Re-evaluation of the booking system
- Introduced new control procedures for monitoring of green fee income

SOCIETY AND CORPORATE GOLF

It is widely recognised that Society & Corporate Golf plays an integral role in the generation of club revenues and therefore is an essential area of focus. In March 2009 a new packaging and pricing strategy was developed that involved the creation of three distinct programmes. This provided a simple yet diversified choice for customers which allowed management

to significantly increase sales. The programmes represent a mix which is in line with consumer needs and expectations, analysis of which Carr Golf Services are regularly measuring.

A Society/Corporate Golf Day should be all about the visitors having the most enjoyable day possible at the golf club. This means that all of their on and off course needs have to be attended to. Carr Golf Services set about implementing a list of 10 innovative services directed specifically at Society/Corporate Days. These services are described as **'Critical Non Essentials'**, *the extra little things that individually do not seem to be hugely important but when combined together play a major role in providing the maximum service levels to the customer.*

Under Carr Golf Services the sales and reservations process for Society/Corporate Booking was also enhanced to allow for greater efficiencies.

- The volume of society and corporate golf bookings has increase **23%** on 2008
- The average spend per group is **27% higher in 2009** over the same period the previous year
- Introduction of **Critical Non Essentials** which allow for an enhanced customer experience
- Improved sales and reservations process

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FOOD & BEVERAGE

At any golf club, Food & Beverage is a very important revenue stream while being an essential part of the offering to members and guests and is something that Carr Golf Services places large emphasis on. Both members and visitors should always be encouraged to visit the Bar & Restaurant as a natural extension to their round of golf. Members should want to use the facilities outside of their golfing time, bringing family and friends to the club.

Carr Golf Services re-launched the bar and catering facilities, which involved refreshing the brand (signage, logo etc), improving signage and a new menu was introduced. This, combined with more enticing offers has led to greater footfall in the Bar & Restaurant.

Carr Golf Services has a wealth of experience in the

procurement of goods for golf clubs. After a thorough evaluation of the existing procurement process it was decided to bring the members club in line with Carr Golf Services standard Food & Beverage operating procedures. With access to new channels, purchasing costs were reduced. A complete analysis of the head chef's recipes was undertaken and adjusted to ensure minimal waste and reduced cost per dish.

Another effective strategy was to introduce annualised hours for the Food & Beverage team which led to greater efficiencies.

- Significantly increased **footfall and covers** in the bar and restaurant
- Food & beverage income in 2009 is **30%** ahead of 2008
- The gross margin on F&B sales has increased **by 18%** in 2009
- Re-launched the bar and catering facilities including fresh branding and menu
- Restructured the procurement process in line with Carr Golf Services standard operating procedures
- Introduced annualised hours for the F&B team

MARKETING

A key competency of Carr Golf Services is the company's expertise in marketing which is highly beneficial in communicating with existing members of the golf club as well as promoting the benefits to potential new customers (Green Fees, Society/Corporate bookings, prospective new members).

Carr Golf Services has a qualified database of over 6,000 golfers in Ireland. This list includes a considerable number of key Society contacts. These contacts regularly receive e-blasts which contain all the latest offers and promotions. The use of this form of online advertising has significantly increased the volume of rounds in the golf club.

All members of the golf club also receive regular correspondence via email detailing the latest news in addition to special features.

The golf club website has been completely redesigned and now has a strong emphasis on driving revenue whilst also providing for the members communication needs. Data capture through the website is another key component and a strategy has been implemented to build the database.

In early 2009 a specific advertising strategy was drawn up and implemented throughout the year. It involved targeted local advertising interspersed with some mass media national advertising.

Carr Golf Services has also built up important contacts in the

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golf media and thus has generated considerable publicity for the golf club through magazine articles, national radio and newspaper features.

- Carr Golf Services has used its databases (over **6,000**) to increase the volume of rounds.
- Complete redesign of club website.
- Significant increase in the level of on line bookings in 2009.
- Regular communications to members.
- Development of a detailed promotional strategy, including specific advertising initiatives.
- Publicity for the golf course through magazine articles, national radio and newspapers.

CLUBHOUSE OPERATIONS

In a tough economic climate it is imperative that operations are run as efficiently as possible and it was with this in mind that Carr Golf Services set about restructuring the clubhouse operations of the golf club. After a thorough audit the organisation was restructured through a combination of redundancies, pay cuts and changes to work practices. Staffing costs at the golf club have reduced by almost 22%.

- Staffing costs at the golf club have reduced by almost **22%**.
- Total overheads for the business excluding course maintenance are almost **25% lower** than 2008.
- Restructured the organisation of the business to increase efficiencies.

GOLF COURSE MAINTENANCE

The primary reason people visit any golf club is to play the course and in order for players to derive the maximum benefit from their round the course must be well presented. Carr Golf Services is renowned in the golf industry for ensuring agronomic excellence, optimal visual appearance and environmental compliance.

In the majority of golf clubs, golf course maintenance costs is one of the primary overheads and this is precisely the reason that Carr Golf Services focuses on optimum cost efficiency through the exploitation of economies of scale.

In the example of the members club in Co Dublin the entire golf course maintenance operation was firstly evaluated and then restructured with the ultimate objective of reducing costs whilst also endeavouring to increase maintenance standards. In both instances the objectives were achieved.

- Course maintenance costs reduced by almost **30%**
- Enhanced golfers experience and increased maintenance standards



CONCLUSION Carr Golf Services remains committed to implementing leading industry standards, enhancing member's experience and building the sense of spirit within the club while driving ancillary revenue and profitability.



WHY CARR GOLF SERVICES

DRIVEN IN OUR QUEST FOR OPERATIONAL EXCELLENCE...

Carr Golf Services guarantees excellence in operational, financial and customer care procedures for all our clients. Boasting invaluable experience and unrivalled knowledge of the global golf industry, Carr Golf Services will help pave the way to a profitable and successful golf operation.

Expertise:

Carr Golf Services is the leading provider of business solutions for golf clubs, courses and resorts.

Our expertise in the industry is unparalleled.

Experience:

Carr Golf Services has been in operation since 1990.

By leveraging our extensive knowledge of global golf markets we represent and manage a list of exclusive clients with broad-ranging requirements.

Innovation:

Carr Golf Services is focused on operational excellence and the delivery of innovative problem solving initiatives.

Service:

At Carr Golf Services we continuously strive towards superior customer service levels and the highest quality standards. The senior management team remains involved in projects from start to finish.

Results:

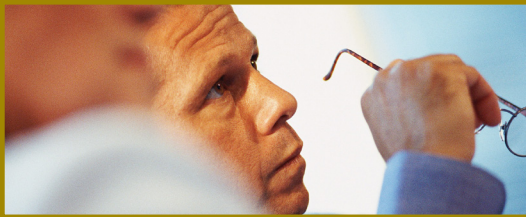
Our projects are delivered on time and on budget. Solutions are carefully tailored to our client's needs, with a focus on producing tangible results.

Team:

Through our highly-qualified team of almost 40 staff we can leverage experts from different fields ranging from finance, sales and marketing and operational management to course design.

Knowledge:

The Carr Group brings together a number of synergistic businesses operating in the broader golf and leisure industry. You, as our client, will benefit from the breadth of knowledge, contacts and experience brought together at a Group level.



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Contact Details

Phone us on +353 | 822 6662

email us on enquiries@carrgolfservices.com

visit our website www.carrgolfservices.com