

SEE THE FUTURE



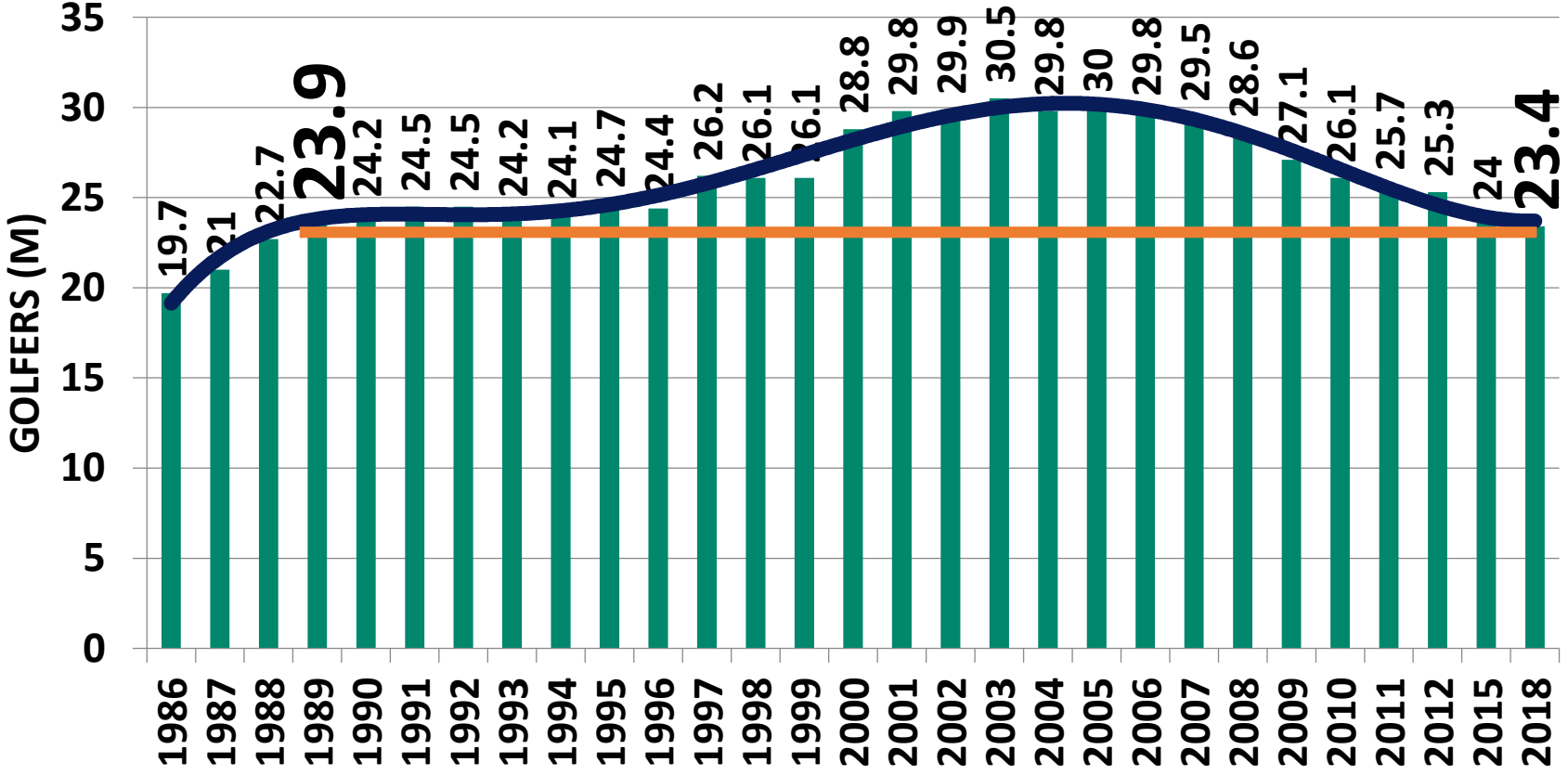
Club Golf 2020 and Beyond

NJSGA Golf Summit
April 3, 2019

WHAT'S HOT IN GOLF?



U.S. Golf Participation (Golfers in Millions)



Source: National Golf Foundation

2018 NGF Golf Participation Report



Macro Environment

- Golf participation and frequency of play has declined nationally, especially among under 50 age group, the primary source of future members
 - Oversupply of golf courses and clubs
 - Significant decline in demand for golf memberships
- Clubs increasingly judged on Perceived Value
 - Attained by providing the experiences that people want
- Generational shift occurring
 - Millennial opportunity and challenge
- Clubs that continually evolve and enhance their offerings will have a competitive advantage
 - Creating community by serving active family lifestyles

THE CLUB OF THE
FUTURE



A PLACE WITH LOTS TO
DO

Key Take-Aways

- Player profile and habits are changing
- Its all about the Member Experience
- Investing in the Clubhouse and Other Recreation leads to more golf members

Country Club of Detroit



Phased Improvements (2013 - 2016)

Phase I

Ladies Locker Room
\$1m



Grille Room (Casual Dining)
\$300k



Aerial photography by John F. Martin

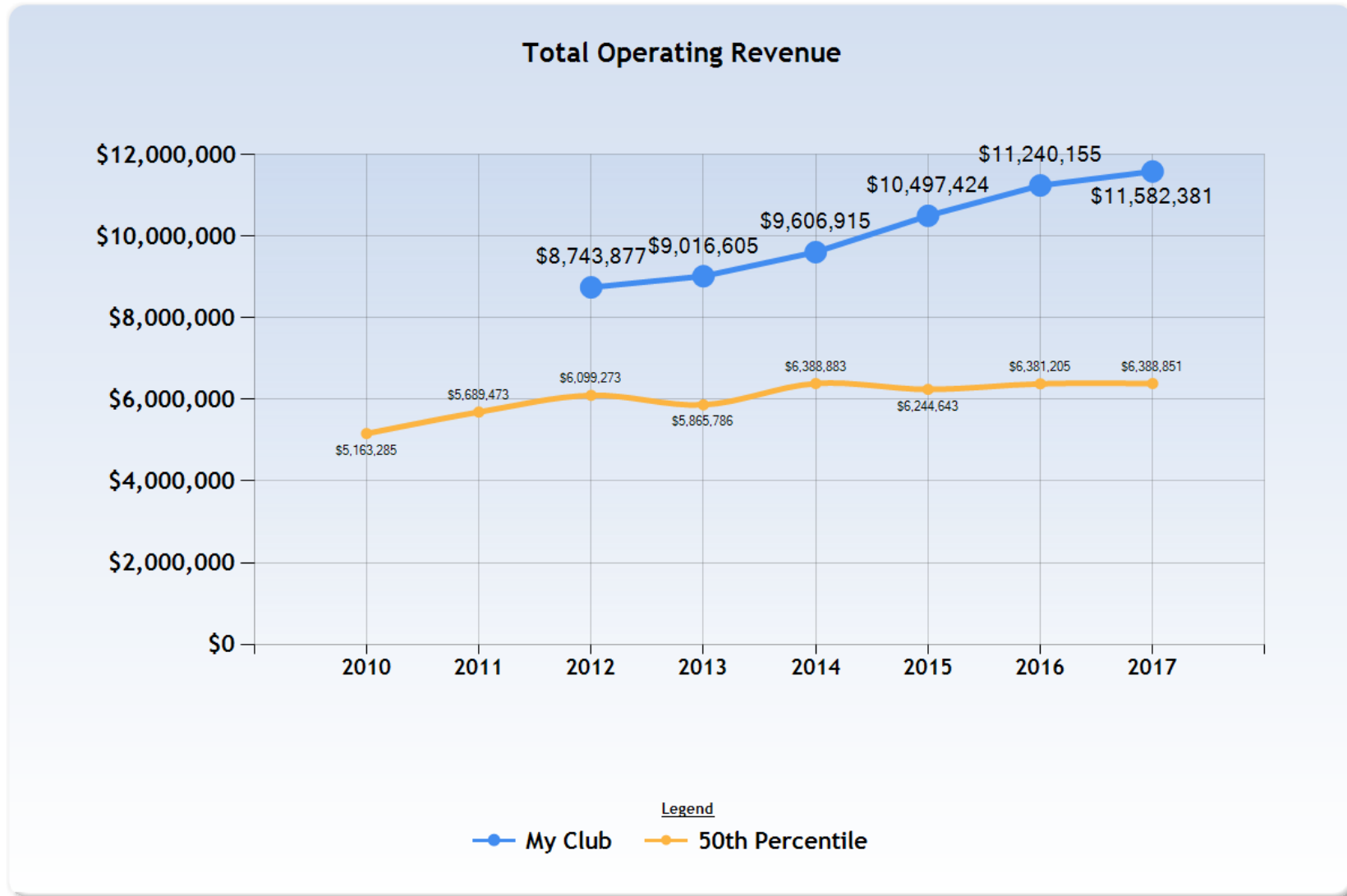


Country Club of Detroit Summer Village

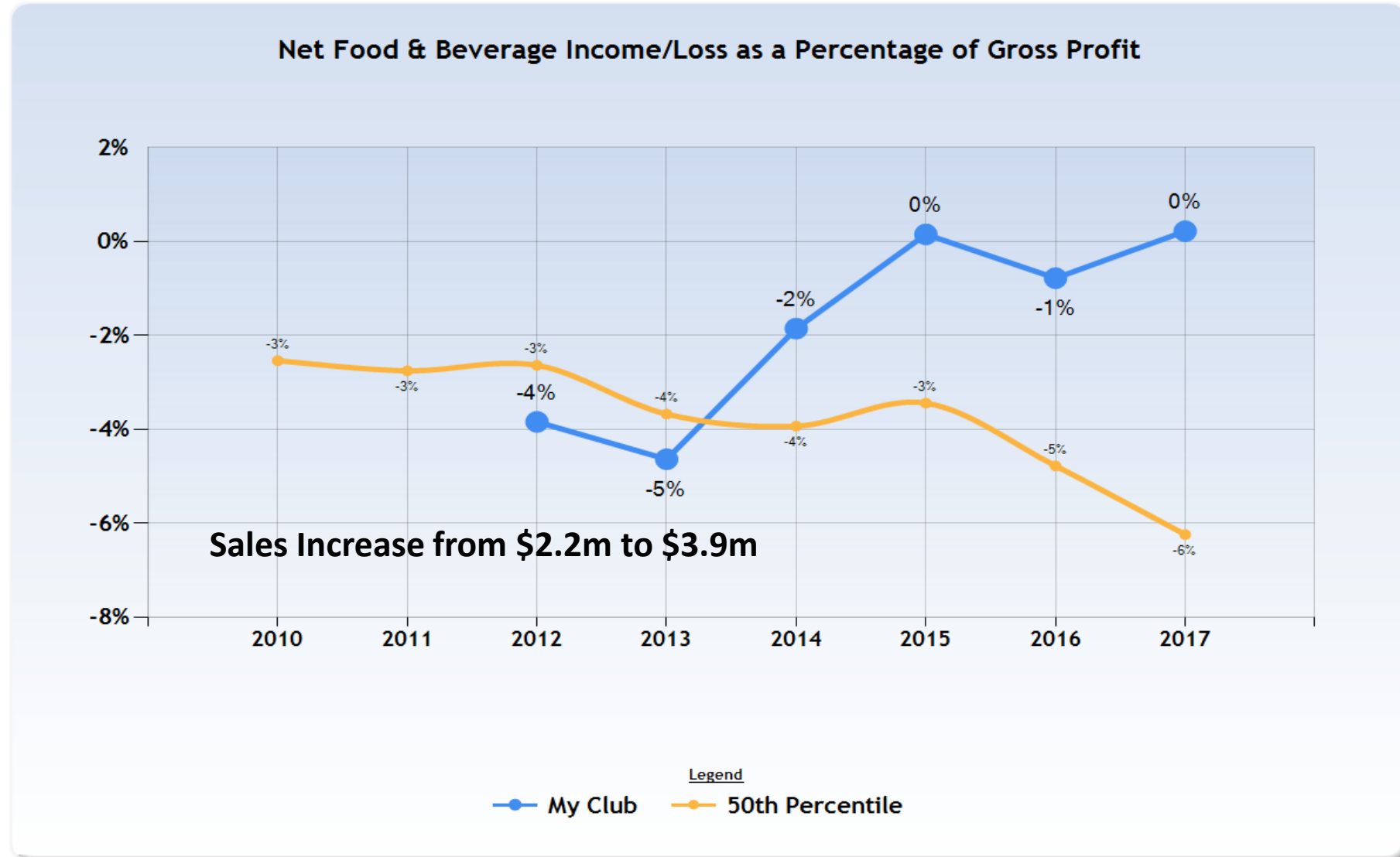
Health & Fitness Center



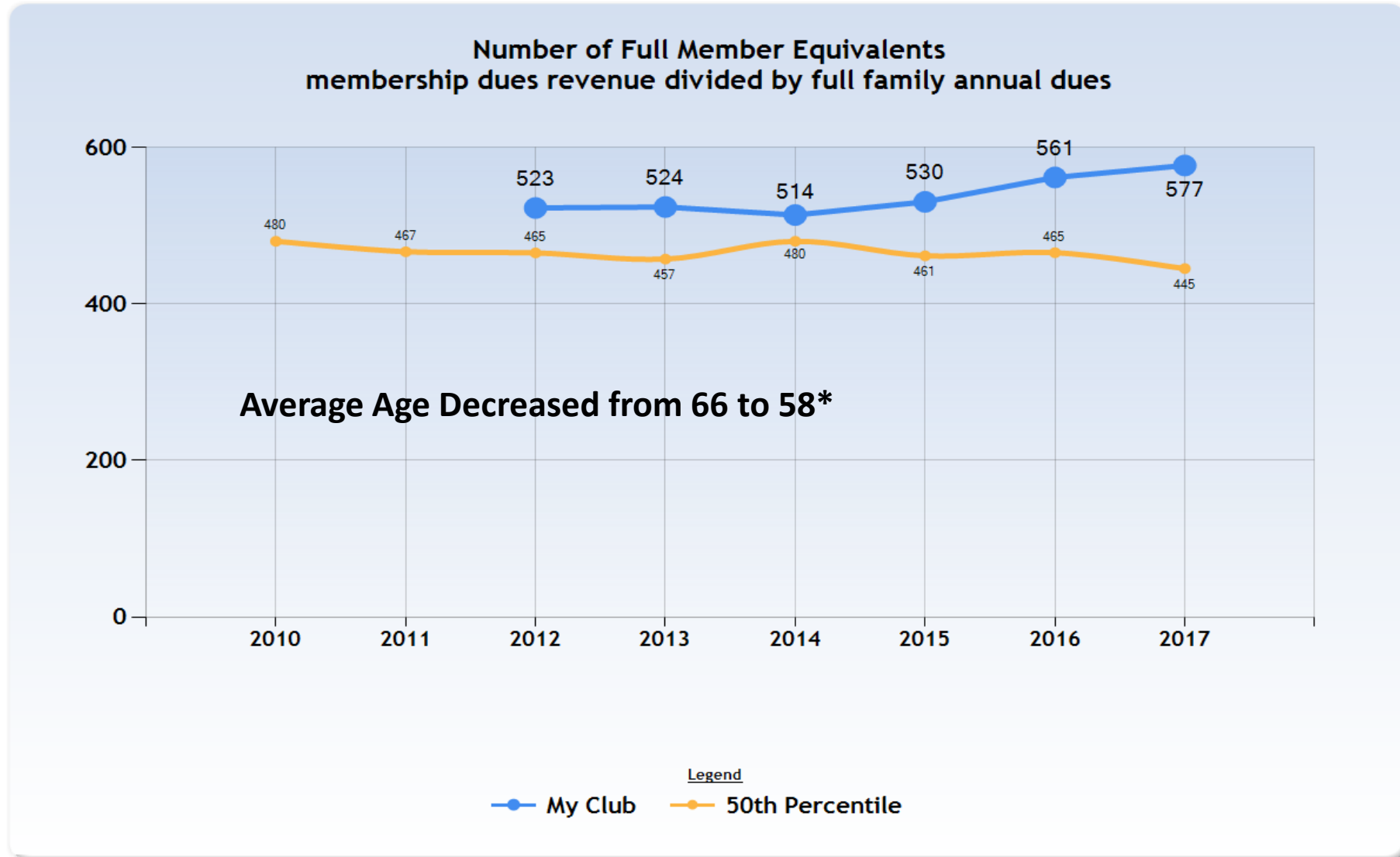
Results: Gross Revenue +20%



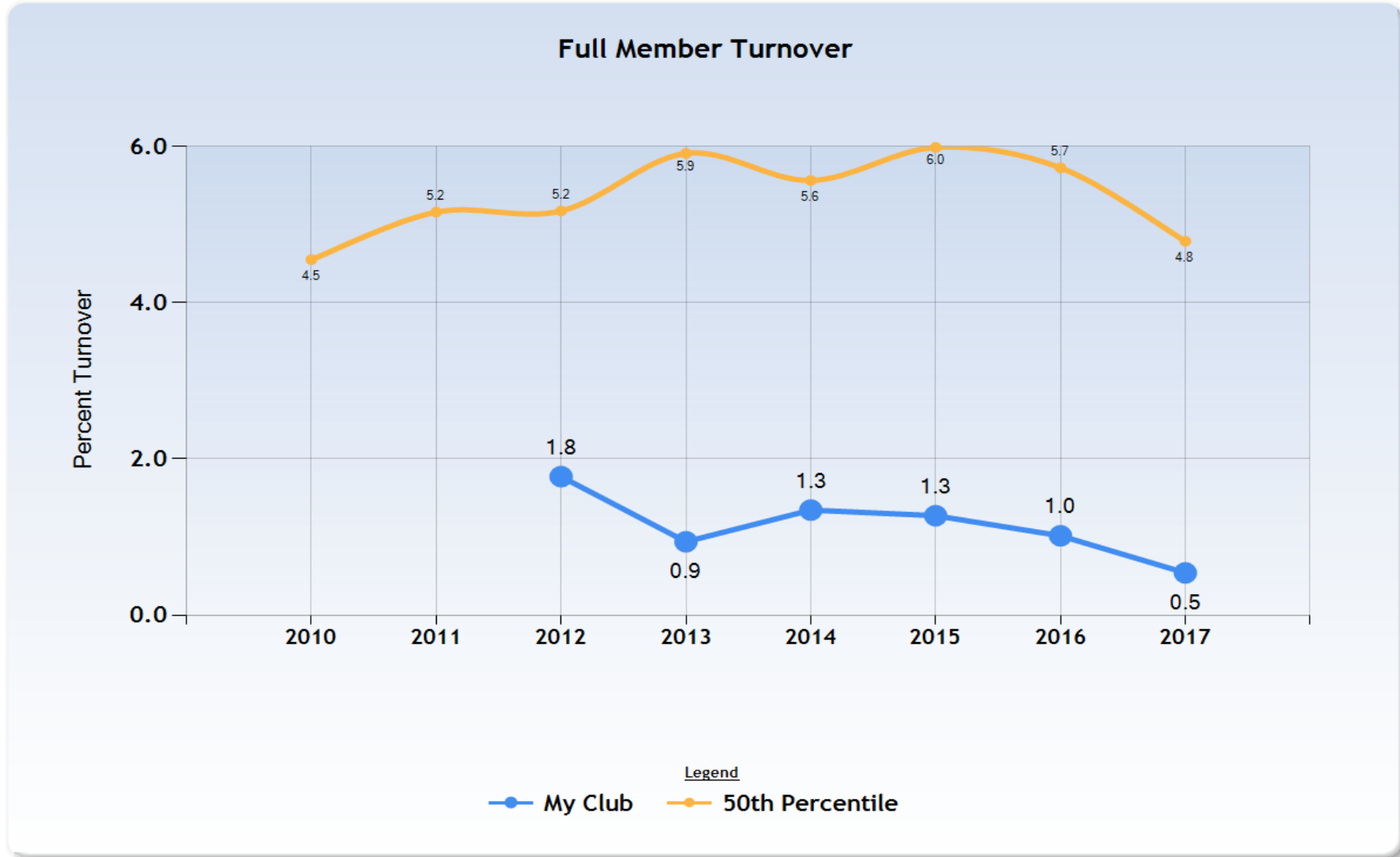
Results: F&B Close to Break Even



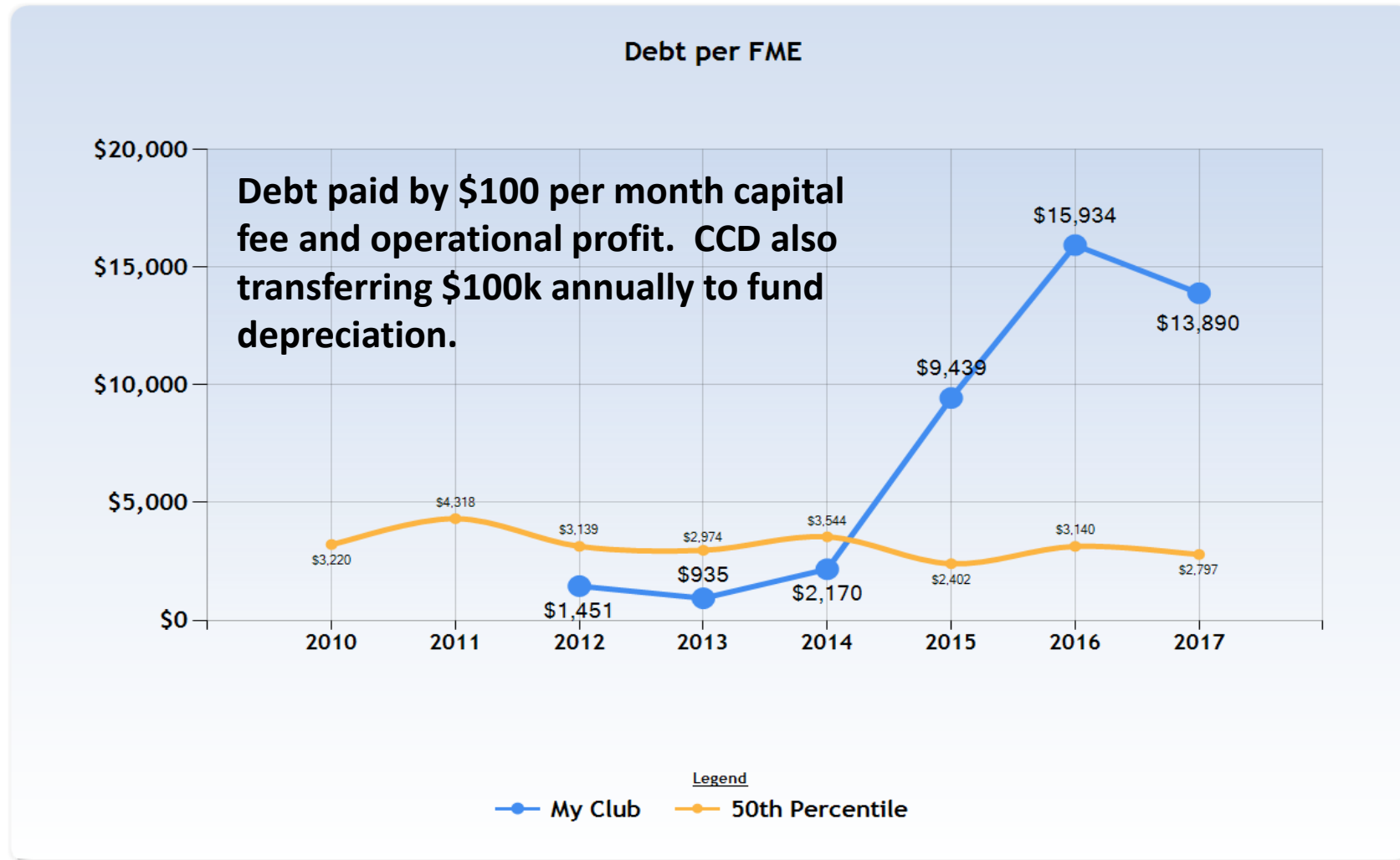
Results: LDP* 595 -715 (local dues payers)



Results: Attrition Decreased



Results: Bank and Members Happy



MY Generation

- Demographics are powerful forces
- Baby Boomers held sway, but age and SALT reforms are pushing them to FL and other places
- MY Ratio – Middle-aged to Young ratio entering sweet spot
 - Millennials entering prime joining years
 - Largest population segment
- Massive generational wave could be great for clubs, IF they respond
 - Family
 - Casual
 - Fitness and wellness
 - Scalable membership and financial strategies

Changing Demographics

Boomers



Millennials



Gen X



Founders (Gen Z)



THE CLUB OF THE
FUTURE



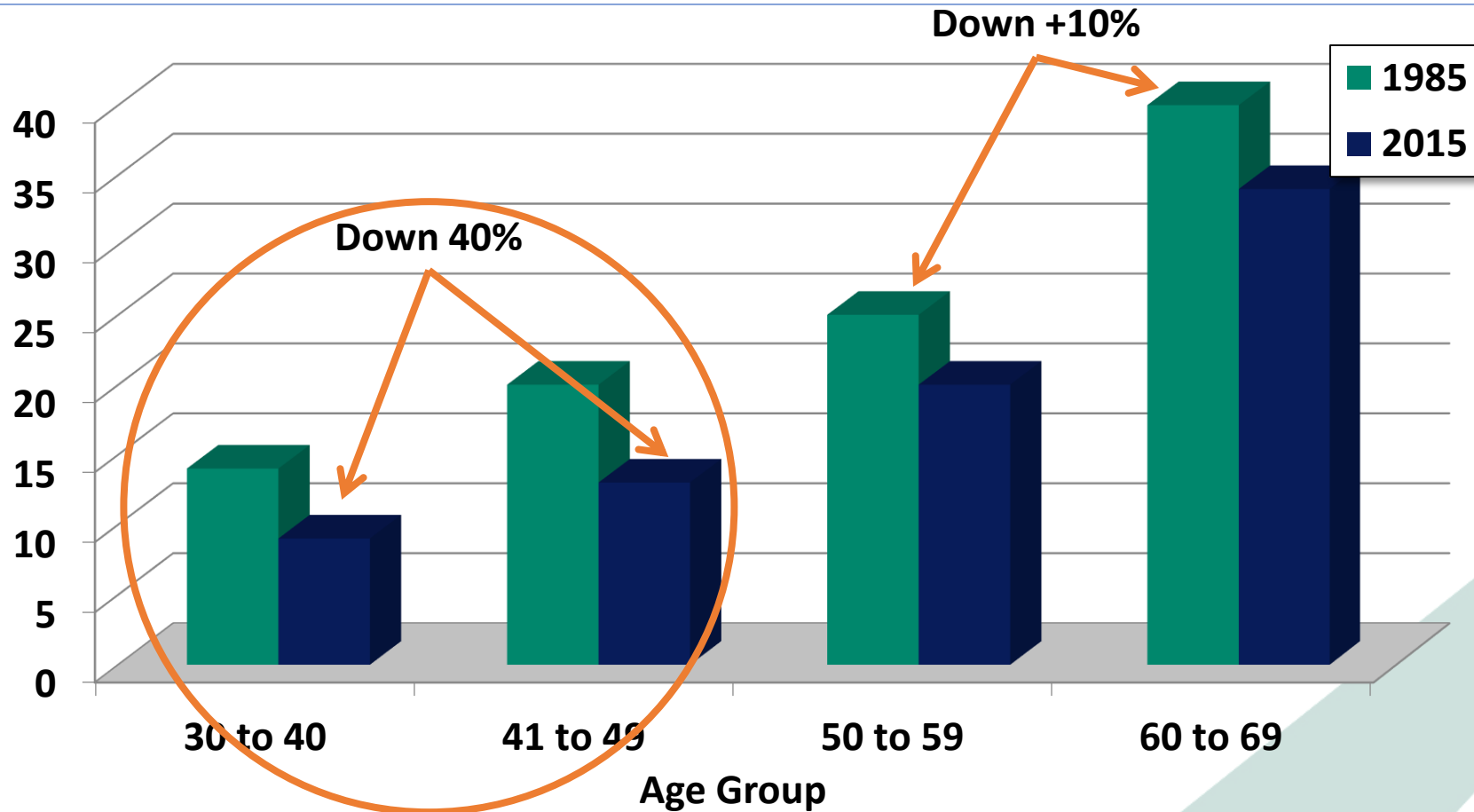
A PLACE TO MIX

MILLENNIALS



Diverse | Digital Age | Participate in Multiple Activities | Views on Golf

Golf Play Among Young



Source: National Golf Foundation

WHAT ABOUT GOLF?



MORE PRACTICE THAN PLAY



Kiawah Island
CLUB



Lake



WHAT'S HOT IN GOLF?



SIMULATORS



SIMULATORS





WHAT'S HOT IN GOLF?



PRACTICE, FITNESS
& TRAINING

Drive Participation

- Chain of Success:
 - *Utilization + Satisfaction = Retention*
- Time Shifting:
 - Evening schedules for 9 and 19-holers
 - Weeknight golf leagues
 - Friday evening Junior Golf
 - Shorter tournament
- Get multiple family members involved in golf program.
- Create introductory programs for women
 - Female spouse involvement quadruples retention factor.
- Junior programs are a great short and long term industry benefit.

Youth Focused Professionals



- Support golfers at all skill levels
- Ability to focus youth

2015 US Kids Golf “Top 50 Teacher”, Rob Sedorcek
St. Albans Country Club
St. Albans, Missouri

Youth Focused Professionals



iGrowGolf, Maggie Simons
Carmel Country Club
Charlotte, North Carolina

- PGA Junior League Golf
 - Third successful season this summer. Carmel had 4 teams including an all girls team. A great way to introduce competition in a fun and non-intimidating format.
- SNAG Golf
 - Program for our peewee golfers (4-6 years old) has grown tremendously. Typically one class each Monday, but had 12 on a waitlist this spring and added an additional class. 22 little ones each Monday! The SNAG system is so crucial in getting these kids to love the game because they see success so much easier than using real clubs.

Youth Focused Professionals



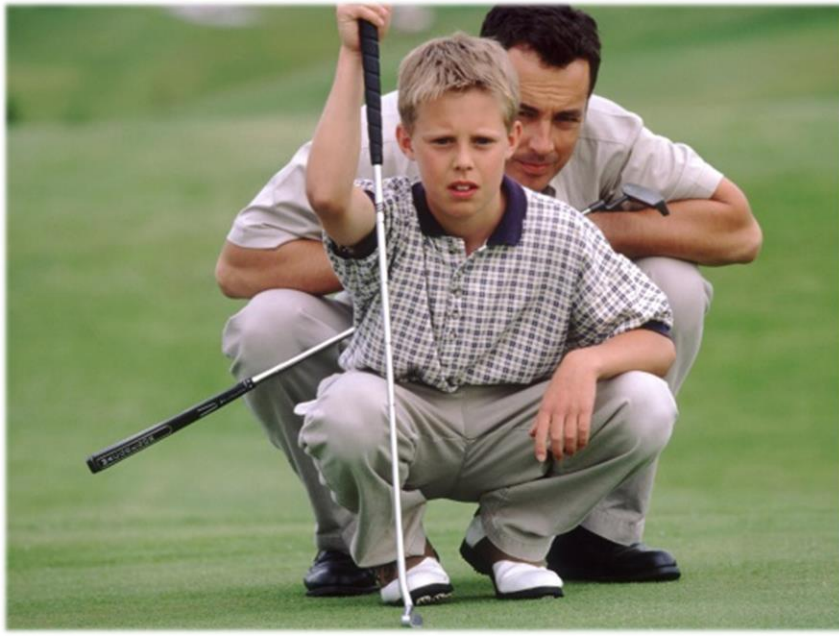
iGrowGolf *(continued)*

Carmel Country Club

Charlotte, North Carolina

- iGrow 36 Junior Development Program.
- First licensed club to use this curriculum.
- A motivating experience that advances juniors towards shooting par or better.
- Six Levels to the program – each containing 12 badges that must be passed before progressing to the next level.
- Two 12-week semesters.
- Combined instruction, practice, and playing opportunities.
- Optional Supervised Practice on Saturdays.
- Teaching the juniors HOW to practice.
- Operation 36 matches – shooting 36 from different distances
- www.igrowgolf.com

Your Club Community



REASON CLUBS EXIST



IS TO BRING MEMBERS TOGETHER



Summing Up

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- U.S. entering period of dramatic demographic change
- Golf is a great game based on timeless values
- Time compression impacts participation
- People have age-old desire to associate
- Offer multiples ways to connect through the game...
 - With other members
 - Among and between genders
 - As a family
 - For children

Thank You for Listening
Your Questions are Welcomed