

Atlantic Canada

New Brunswick
 Algonquin Golf Course & Academy
 Carman Creek Golf Course
 Country Meadows Golf Club
 Gilridge Golf Club
 Herring Cove Provincial Golf Course
 Kingswood
 Magnetic Hill Golf Club
 Maplewood Golf Club
 Miramichi Golf & Country Club
 Petitcodiac Valley Golf & Country Club
 St. Ignace Golf Club
 Sussex Golf & Curling Club
 Welsford Golf Club

Newfoundland
 Clovelly Golf Club
 Gander Golf Club
 Grande Meadows Golf Course
 Pippy Park Public Golf Course
 Terra Nova Golf Resort
 The View Golf & Lodging Limited
 Willows at Holyrood

Nova Scotia
 Amherst Golf Club
 Berwick Heights Golf Course
 Brookfield Golf & Country Club
 Clare Golf & Country Club
 Fox Hollow Golf Club
 Granite Springs Golf Club
 Lost Creek Golf Club
 Northumberland Links
 Passchendaele Golf Club
 River Run Golf Club
 Seaview Golf & Country Club
 The Links at Montague
 The Links at Penn Hills
 Witch's Ridge Golf Course & Driving Range

Prince Edward Island
 Avondale Golf Course
 Belfast Highland Greens
 Brudenell River Golf Course
 Countryview Golf Club
 Dundarave Golf Course
 Eagles Glenn Golf Resort
 Eagles View Golf
 Fox Meadow Golf & Country Club
 Glasgow Hills Resort & Golf Club
 Glen Afton Golf Club
 Mill River Golf Course
 Rollo Bay Greens
 Rustico Resort
 Stanhope Golf & Country Club Inc.
 The Links at Crowbush Cove

Quebec

Club de Golf & Tennis Prince de Galles
 Club de Golf Le Grand Duc
 Club de Golf Le Grand Vallon
 Club de Golf Le Rocher de Roxton-Pond
 Club de Golf New-Glasgow
 Club de Golf Rawdon
 Golf Manitou
 Gray Rocks Resort
 Inverglie Golf Club
 Le Challenger
 Le Royal Bromont
 Mont Tremblant Resort

Eastern Ontario & Outaouais

Archie's Family Golf Centre
 Arnprior Golf Club
 Bancroft Golf Course
 Barry's Bay Golf Club
 Blue Heron Golf and Country Club
 Briar Fox Golf & Country Club
 Brockville Highland Golf Club
 CFB Trenton Golf Club
 Calabogie Highlands Resort & Golf Club
 Camden Braes Golf & Country Club
 Canadian Golf & Country Club
 Canadian Shield Executive Golf Club
 Capital Golf Centre
 Carleton Golf & Yacht Club

Casselview Golf & Country Club
 Cedar Glen Golf Course
 Cedar Valley Golf & Country Club
 Cedarhill Golf & Country Club
 Cloverdale Links Golf Course
 Club de Golf Nation
 Club de Golf Outaouais
 Colonnade Golf and Country Club
 Dragonfly Golf Links
 Emerald Links Golf & Country Club
 Falcon Ridge Golf Club
 Glen Lawrence Golf Club
 Glengarry Golf & Country Club
 Glenmar Golf Course
 Greensmere Golf & Country Club
 Innes Road Golf Club
 Irish Hills Golf & Country Club
 Ironwoods at Calabogie Peaks Resort
 Iroquois Golf Club
 Island Brae Golf Club
 Kingston Par 3 Golf Club
 Loch March Golf & Country Club
 Lombard Glen Golf & Country Club
 Loyalist Country Club
 Madawaska Golf Course
 Manderley on the Green
 Mapleview Golf and Country Club
 Mattawa Golf & Ski Resort
 Metcalfe Golf & Country Club
 Mountain Creek Golf Course
 NationView Golf Course
 Oak Hills Golf Club
 Pakenham Highlands Golf Club
 Pembroke Shores Golf Club
 Perth Golf Course - Links O'Tay
 Pine View Municipal Golf Course
 Poplars Golf Club
 Prescott Golf Club
 Renfrew Golf Club
 Rideau Glen Golf Club (The Rideau Glen)
 Ridgewood Golf Club
 Riverbend Golf & Country Club
 Sandy Mountain Golf Course
 Sandy Row Golf Club
 Stonebridge Golf & Country Club
 Summerheights Golf Links
 The Homestead at Wolf Ridge
 The Marshes Golf Club
 The Meadows Golf & Country Club
 Thunderbird Sports Centre
 Upper Canada Golf Course
 Village Green Golf Course
 Warkworth Golf Club
 Wellington on the Lake Golf Course
 Westbrook Golf Club and Driving Range
 Whitetail Golf Club
 Wolfe Island Riverfront Golf Course

Outaouais

Champlain Golf Club
 Château Cartier Golf Course
 Club de Golf Le Sorcier
 Club de Golf Les Vieux Moulins
 Club de Golf Mont Ste Marie
 Club de Golf Pontiac
 Club de Golf Touraine
 Club de Golf de la Rive
 Edelweiss Valley Golf & Country Club
 Gatineau Golf Club
 Kingsway Park Golf & Country Club
 Larrimac Golf Club
 Le Château Montebello Golf Course
 Mont Cascades Golf Club
 Pine Lodge Golf Club

Southwest Ontario

Ainsdale Golf Course
 Ariss Valley Golf & Country Club
 Arrowdale Public Golf Course
 Baldoon Golf Club
 Bear Creek Golf Club
 Beaverdale Golf Club
 Belleview Golf Club
 BlackHorse Golf & Country Resort

Bluewater Golf Course and Campgrounds
 Bonnie Doon Golf Course
 Brant Valley Golf Course
 Brookfield Golf Club
 Burford Golf Links
 Burlington Springs Golf Club
 Caistorville Golf Club
 Calerin Golf Course
 Cambridge Golf Club
 Caradoc Sands Golf Course Ltd.
 Cedar Creek Golf Club
 Chesley Lake Camp Golf Course
 Chippewa Creek at Mount Hope
 Chippewa Golf and Country Club
 Conestoga Golf & Country Club
 Copetown Woods Golf Club
 Cornerstone Golf Club
 Deer Run Golf Course
 Dorchester on the Thames Golf Club
 Dundee Country Club
 East Park Golf Gardens
 Elmira Golf Club
 Fairview Golf Club
 Fanshawe Golf Course
 Fire Rock Golf Club
 Foxwood Golf Club
 Gentleman Creek Golf Course
 Goderich Sunset Golf Club
 Grand Valley Golf Club
 Greenwood Golf Course
 Heritage Heights Golf & Curling Club
 Ingersoll Golf and Country Club
 Innerkip Highlands Golf Club
 Ironwood Golf Club
 Kettle Creek Golf & Country Club
 Kingsville Golf and Country Club
 Lake Belwood Golf Club
 Listowel Golf & Country Club
 Llyndinshire Golf & Country Club
 Lowville Golf Club
 Lynn Meadows Golf & Country Club
 Maple Ridge Golf Club
 Merry-Roll Golf Club
 Mount Elgin Golf Club
 Norfolk Golf & Country Club
 Northridge Public Golf Course
 Oak Gables Golf & Country Club
 Orchard View Golf Course
 Oxbow Glen Golf & Country Club
 Paris Grand Country Club
 Peninsula Lakes Golf Club
 Pike Lake Golf and Country Club Resort
 Pine Knot Golf & Country Club
 Pineland Greens Golf Club
 Pleasant View Golf Club
 River Edge Golf Club
 River Road Golf Course
 Rochester Place Golf Club
 Sand Hills Golf Resort
 Sauble Golf & Country Club
 Savannah Golf Links
 Sawmill Creek Golf and Country Club
 Sawmill Golf Course
 Scenic Woods Golf & Country Club
 Seaforth Golf Course
 Seven Lakes Golf Course
 Somerhill Golf Club
 South Port Golf Course
 Southbrook Golf & Country Club
 Southern Pines Golf & Country Club
 Springfield Golf & Country Club
 St. Marys Golf & Country Club
 Stark's Golf Course
 Sundrim Golf Club
 Sunset Golf
 Tamarack Ridge Golf Club
 Thames Valley Golf Course
 The Bluffs of Port Stanley Golf Club Ltd
 The Fox Golf Club
 The Links at Piper's Glen Golf Club
 The Links of Niagara
 The Links of Niagara at Willodell
 The Oaks of St. George Golf Club
 The Village Green Golf Range

Tilbury Golf & Curling Club
 Tillsonburg Golf & Country Club
 Tillsonview Fairways
 Twin Streams Golf Course
 Tyandaga Golf Course
 Victoria Park Golf Club East
 Wardsville Golf Club
 Waterloo Golf Academy
 Sunnybrae Golf Course
 Tamarac Golf & Country Club
 Tangle Creek Golf Club
 The Diamond In The Ruff
 The Highlands Golf Club
 Timber Ridge Golf Course
 Timberwolf Golf Club
 Trehaven Golf & Country Club
 Vespra Hills Golf Club
 Voyageurs Golf Course
 Watson's Glen Golf Course
 Westview Golf Club
 Wolf Run Golf Club
 York Downs Golf & Country Club

Central Ontario

4 Seasons Country Club - Clarendon
 Acton Golf Club
 Angel's View Golf Course
 Angus Glen Golf Club
 Annandale Golf & Country Club
 Ash Brook Golf Club
 Barcovan Golf Club
 Bear Creek Golf Club
 Bonaire Golf & Country Club
 Bowmanville Golf & Country Club
 Brooklea Golf & Country Club
 Bushwood Golf Club
 Byrnnell Golf Club
 CFB Borden Golf Club
 Caledon Country Club
 Canterbury Golf Club
 Cardinal Golf Club
 Carruther's Creek Golf & Country Club
 Cedar Green Golf Club
 Cider House Golf Course
 Clear Springs Golf Course
 Cobourg Creek Golf Course
 Cranberry Golf Resort
 Crestwood Golf Course
 Deer Run Golf Course at Kawartha Lakes
 Deerfield Golf Club
 Deerhurst Resort
 Dragon Hills Golf Course
 Duntroon Highlands Golf Club
 Eagle Lake Golf & Country Club
 Fort William Country Club
 Foxbridge Golf & Country Club
 Glen Eagle Golf Club
 Grand Highland Golf Club
 Harmony Creek Golf Centre
 Hawk Ridge Golf & Country Club
 Heather Glen Golf & Country Club
 Heritage Hills Golf Club
 Hidden Lake Golf & Country Club
 Hollinger Golf Club
 Homestead Golf & Winter Resort
 Hunters' Glen Golf Club
 Huron Pines Golf and Country Club
 Innisbrook Golf Course
 Innisfil Creek Golf Club
 Maples of Ballantrae Golf Club
 Markdale Country Club
 Markham Green Golf Club
 Marvel Rapids Golf Course
 Meaford Golf & Country Club
 Mill Run Golf & Country Club
 Monterra Golf at Blue Mountain Resorts
 Muskoka Highlands Golf Course
 Nobleton Lakes Golf Club
 Oakland Greens Golf & Country Club
 Oakridge Golf Club
 Oakville Executive Golf Course Ltd.
 Onaping Golf & Beach Club
 Orangeville Golf Club
 Orchard Beach Golf & Country Club
 Orr Lake Golf Club
 Oshawa Airport Golf Club
 Pebblistone Golf Course
 Pheasant Run Golf Club
 Pine Grove Golf Club
 Pines of Georgina Golf Course
 Quarry Lakes Golf & Recreation Centre
 Rainbow Ridge Golf Course
 Remington Parkview Golf & Country Club

Royal Woodbine Golf Club
 Shanty Bay Golf & Country Club
 Silver Brooke Golf Club
 Silver Lakes Golf & Country Club
 South Muskoka Curling & Golf Club
 St. Andrew's Valley Golf Club
 StoneHill Golf Club Inc.
 Sunnybrae Golf Course
 Tamarac Golf & Country Club
 Tangle Creek Golf Club
 The Diamond In The Ruff
 The Highlands Golf Club
 Timber Ridge Golf Course
 Timberwolf Golf Club
 Trehaven Golf & Country Club
 Vespra Hills Golf Club
 Voyageurs Golf Course
 Watson's Glen Golf Course
 Westview Golf Club
 Wolf Run Golf Club
 York Downs Golf & Country Club

Manitoba

Breezy Bend Country Club
 Cottonwood Country Club
 Grand Pines Golf Course
 Heritage Golf Course
 Netley Creek Golf & Country Club
 Northern Pines Golf Course
 Northernnaire Golf and Country Club
 River Oaks Golf Course
 Sandy Hook Golf Club
 South Interlake Golf and Country Club
 Southside Golf Course
 The Golf Dome
 The Links at Quarry Oaks Golf & CountryClub

Saskatchewan

Candle Lake Golf Course
 Deer Valley Golf & Estates
 Elk Ridge Resort
 Good Spirit Lake Golf & Family Resort
 Long Creek Golf and Country Club
 Madge Lake Golf Course
 Moonlake Golf & Country Club
 Riverbreaks Golf Course
 Saskatoon Golf and Country Club
 Spiritwood Golf Club
 The Willows Golf & Country Club

Alberta

Akokiniskway Golf Course
 Alberta Springs Recreation Resort
 Balmoral Golf Course
 Bear Creek Golf Club
 Black Bull Golf Resort
 Brewster's Kananaskis Ranch Golf Resort
 Brooks Golf Club
 Country Side Golf Course
 Dragons Head Par 3 Golf Club
 Eagle Rock Golf Course
 Eaglequest Douglasdale
 Elbow Springs Golf Club
 Evergreen Golf Centre
 Fort in View Golf Club
 Fox Hollow Golf Course
 Gleniffer Lake Resort & Country Club
 Golden West Golf Course
 Grande Cache Golf & Country Club
 Grouse Nest Golf Course
 Grovedale Golf Course
 Gull Lake Golf Course
 HeatherGlen Golf Course
 Last Hill Golf and R.V. Park
 McCall Lake Golf Course
 McKenzie Meadows Golf Club
 Olds Central Highlands Golf Club
 Oxbow Country Golf Course
 Palm Springs Golf Club
 Pheasantback Golf & Country Club
 Pipestone Putters Golf Club
 RedTail Landing Golf Club
 Richmond Green Golf Course
 River Spirit Golf Club

Rosebush Par 3
 Sherwood Golf and Country Club
 SilverTip Golf Course
 Spruce Meadows Golf & Country Club
 Stony Plain Golf Course
 The Creek Golf Course & Campground
 The Links of GlenEagles Golf Course
 The Nursery Golf & Country Club
 The Ranch Golf and Country Club
 Tofield Golf Course
 Top O' The Hill Par 3
 Valley Ridge Golf Club
 Woodside Golf Course

British Columbia

Arbutus Ridge Golf & Country Club
 Arrowsmith Golf and Country Club
 Bootleg Gap Golf
 Bridal Falls Golf Course
 Cedar Ridge Golf Course
 Copper Point Golf Club
 Cordova Bay Golf Course
 Cottonwood Golf Course
 Cranbrook Golf Club
 Eagle Point Golf Resort
 Eagle Ranch Golf Course
 Eaglecrest Golf Club
 Eaglequest Coquitlam
 Eaglequest Coyote Creek
 Eaglequest Nanaimo
 Fairmont Hot Springs Resort
 Fairwinds Golf Course Ltd.
 Farmington Fairways
 Fraserglenn Golf Course
 Furry Creek Golf & Country Club
 Gallagher's Canyon Golf & Country Club
 Glen Meadows Golf & Country Club
 Golden Eagle Golf Club
 Greywolf Golf Course
 Kelowna Springs Golf Course
 Little Bear Golf Course
 Mayfair Lakes Golf & Country Club
 Meadow Gardens Golf Course
 Morgan Creek Golf Course
 Morningstar Championship Golf Course
 Mulligans Golf Centre
 Myrtle Point Golf Club
 Nicklaus North Golf Course
 Olympic View Golf Club
 Peace Portal Golf Course
 Pemberton Valley Golf & Country Club
 Pheasant Glen Golf Resort
 Pineridge Golf Course
 Ponderosa Golf Club
 Prospect Lake Golf Course
 Qualicum Beach Memorial Golf Club
 Riverside Golf Resort
 Royalwood Golf & RV Resort
 Salmon Arm Golf Club
 Shannon Lake Golf Course
 Spur Valley Greens
 Squamish Valley Golf & Country Club
 Storey Creek Golf & Recreation Society
 Sun Rivers Golf Resort
 Sunshine Coast Golf & Country Club
 Surrey Golf Club
 Swan-e-set Bay Resort Country Club
 The Hollies Executive Golf Course
 The Okanagan Golf Club
 Trickle Creek Golf Course
 Valemount Pines Golf Club and RV Park
 Vintage Hills Golf Course
 Westwood Plateau Golf Academy



The Price Can Be Right
Pro Shop Profit Points from the Frontline

THE PERFECT SITUATION

If you went to a successful retailer and told them that you had a location that was rent free, utilities included and you could guarantee that tens of thousands of qualified customers would come through the doors without spending a dime on advertising, they'd ask "Where do we sign up?" and "When can we move in?"

Your golf shop represents just such a retail store.

In this world of big box retail, mega off-course stores and declining sales how does a poor little golf course shop hope to compete? You may as well give up, right?

You would be wrong to think this way. Opportunities to add to your facility's bottom line are many and are right there for the taking.

Here a just a few examples of how to take on the big boys and win.

DO YOU WANT FRIES WITH YOUR BURGER?

Are you asking for the business? I cannot underline heavily enough how integral this is to success.

Incredible as this sounds, less than 10 per cent of the facilities I visit actually do. Spend some time in your shop listening to how much 'ask' selling is actually happening. Consumables such as tees, balls and gloves are the fries of the golf world, and maximizing the quantities and margins on this type of purchasing should be part of every check-in procedure.

For starters, stop selling \$1 bags of tees and start selling \$2 bags. I guarantee that if you currently sell 5000 \$1 bags of tees a year, at \$2 you will still sell 4500

bags. Just ask the soft drink companies about their move from 351 ml cans to 600 ml bottles if you do not believe me.

A small increase in your costs will net you an additional \$2000 to \$3000 dollars. Look to 'biggie size' as many products in the shop as possible like bug spray, packages of shoelaces, spikes, suntan lotion, etc. Some private courses could be excluded from this tactic on the grounds of annoyance, but even they may be surprised on how effective periodic 'pushes' on certain products or services can be.

Everyone knows that balls and gloves are often a must have purchase; however, did you know that this type of purchase is highly tactile? Your customer wants to touch and feel the packaging and product as part of the sale. I cringe when I see balls and gloves beautifully displayed in glass cabinets and on walls behind service counters. Stop doing this and start increasing sales by moving these products into positions where your customers can gain easy access.

The naysayer will cry 'shoplifting' but increased sales should more than make up for the handful of product that might go missing. For example, build a sleeve rack into the face of your check-in counter for balls and create a nearby self serve glove fitting center complete with a 'trade in' bin. This trade in bin (try a clear acrylic box with a slot in the top) can be a great sense of amusement for your customer - and giving them a trade in value of even a couple of bucks for their old glove will result in increased sales.

A PURCHASING SIDEBAR

Sometimes I think our suppliers see themselves as dealers and their clients as addicts. I hate hearing things like: "I have to buy this golf ball line or my customers will kill me."

Repeat after me: *There is no such thing as a specific product that I have to buy.*

Early in my career I had the good fortune of working for an outstanding

golf professional at one of Canada's leading private courses. One year his main golf ball supplier was treating him with such disdain that he boycotted their entire product line the following year at a time when they had the most sought after ball in the market. Despite not selling any of their brand of balls, sales went up. Curiously enough, our shop never received a phone call from the sales rep or

the parent company asking why we had dropped their products.

At most facilities, counter balls, tees and gloves do not have to be current inline product. Purchase the majority of these types of products during the late summer and early fall of the previous year, and save up to 50 per cent. Carrying this inventory over the winter is well worth the extra profit the following summer.

During the same time of year, look for opportunity buys on other products such as shoes, golf bags, plain coloured shirts, tournament prizes, etc. For instance, although the shoe market has been dominated by the big boys based on selection, I have purchased up to 200 pairs from time to time based on a great buy of up to 60 per cent off. That fall and the next spring I put them on at half the 'regular retail' price and still more than doubled my money. They fly out the door at this great price.

And...customers gain confidence in our general shop prices and ultimately put us on their buying radar.

THE NIGHTMARE OF HARD GOODS

"We try to sell hard goods at prices under the big off course shops and are still getting killed."

In today's golf equipment market, I believe price is not the primary motivator - time is. The singular reason customers are drawn to large off-course shops is selection. In your customer's increasingly time crunched life, they cannot afford to go somewhere and not find what they are looking for.

The opportunity here is to redefine what selection means when it comes to golf clubs and be shrewd enough in your purchasing to create a number of 'great price' buys for your customers for shoes, bags, etc., as noted above.

The challenge to being successful at selling golf clubs hinges on your ability to convince your customers that selection is not about how many clubs are displayed on a wall, but rather how many different ways a single model of club can be custom built to match the player's personal specifications.

Plain and simple, buying off the rack is a bad idea. Having a set made specifically for you is a good idea.

If you achieve this shift in mindset, price becomes less important and your close rate will increase substantially. Better margins and more sales mean increased profitability, not to mention custom ordering reduces inventory costs. I personally believe this challenge is ultimately worth the risk, however, it must be well thought out and have adequate resources committed. This is not a quick grab but rather a long term commitment.

EASING THE NIGHTMARE

First, if you want to make money selling golf clubs you need to tie custom sales to an aggressive instruction program run by highly skilled and motivated golf professionals.

I would be lying if I said the employment market was filled with such individuals, but they are out there and worth taking the time to find. When appropriate employees are hired and armed with the necessary club fitting tools, then they must take full ownership in conveying the selection message. This type of selling needs to become a 'personal experience' rather than a mass commodity purchase.

Don't be afraid to charge for the fitter's expertise. In my market we get between \$60 and \$80 for a 'fitting lesson' which is, of course, refundable if the customer buys their clubs from us.

Second, you must have the support of your suppliers. Remember it is in the supplier's best interests to keep their customer base diversified. By supporting your hard goods efforts they are really looking out for themselves. If you are selling their products and not making a reasonable profit you need to have a discussion with them, and once you do, you will be amazed at the unknown incentives, rebate programs and special support that a supplier will offer if they believe you are committed to selling their product.

Profitability in hard goods is as much about your relationship with the supplier as it is about the selling process and relationships with your customers.

SOFT GOODS ARE ALWAYS ON SALE

I defy you to go into a retail clothing shop and not find something on sale. It is a rare case indeed when someone will pay full retail for any clothing item. To help combat this, I use a purchasing practice which I call *'The Price is Right'*.

"If you achieve this shift in mindset, price becomes less important and your close rate will increase substantially."

The following scenario typically happens at the PGA Buying Show every fall: I ask my staff to look at a clothing product and tell me what they could sell it for without knowing what the purchase price is. At resort courses the value of your logo must be factored in which quite often increases the value by two or three times. Once the selling price is established, we then look at the purchasing price and if the item cannot sell for at least two and a half times the purchase price, it will probably not be ordered.

Purchasing only those items that fit into this formula now gives you the ability to put clothing on sale early enough in the year to have a significant impact on gross sales and still make proper margins. Challenge yourself and your staff to make keystone markups on soft goods a thing of the past.

A FINAL WORD

Like anything else at your facility, profits require effort, talent and commitment. Sadly in today's market many facilities have abandoned this commitment to their golf shops.

Doing so not only decreases the opportunity for success, but I also believe is a disservice to your customers. You are in the golf business and the last time I checked that still involves running a golf shop. You might as well make it profitable.



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