

# KPI GOLF SERVICES GUIDE

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**COST EFFECTIVE,  
DATA-DRIVEN METHODOLOGY  
FOR OPTIMIZING GOLF FACILITY PERFORMANCE**

*A healthy club means a  
healthy community,  
and better lives for  
those it touches.”*

*- John A. Brown Jr.*

**KPI GOLF**  
MANAGEMENT

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## WHY KPI?

At KPI Golf, we believe that a healthy club means a healthy community and better lives for everyone it touches. We are extremely motivated to grow our clients' businesses through proven fact-based management practices. **Streamlined consulting services** mean you're targeting ONLY services that stand to bring impact to your facility - you shouldn't pay for anything more.

We deploy best fit golf course management solutions that help clubs operate sustainably and profitably. We believe that optimal performance means objectively evaluating what is working, what isn't working, and to continuously prioritize highest impact activities based on facts. Whereas operating less than optimally means missing critical growth opportunities, diminishing market share, reduced valuation, or even the club's demise.”

Our team is passionate about helping golf courses achieve their performance goals. We are operators, strategists, visionaries, technologists, marketers and golfers. The KPI Golf Management team has aided over 200 golf courses around the United States.

# METHODOLOGY

Don't pay for full-scale club management if you don't need it.

Target only the areas at your facility that need attention and stand to bring impact.



Choose your area(s) of focus. We'll investigate and provide detailed data and strategic recommendations. From there, keep us around to help you execute...or take the info and run with it yourselves. Learn more about our [Quick Wins Consulting](#)

Whether we're managing everything, or simply exploring your financials, you can count on the following key principles in our working relationship:

## Transparency in Communications

Fully transparent discourse and open sharing of ideas is the only way to fully understand the challenges clubs face and to evaluate every possible alternative.

## Data Driven Objectivity

If you want to win in golf management today, we believe you need to be utterly unromantic about consumer behavior and performance. You need to observe, analyze and adjust to where the consumer actually is, and what is or isn't working well. Data enables us to definitively prioritize highest impact activities in cycles of continuous improvement.

## 100% Alignment


Without alignment of goals and beliefs, uninspired execution is sure to sabotage the effectiveness of any long term solutions. Achieving 100% aligned objectives is critical in developing a culture of positivity, appropriate freedom to act, and speed.

# DISCOVERY & STRATEGY


The goal of the Discovery and Strategy phase is to ensure that your club has a factual understanding of your current position in the marketplace, and a clear action plan to implement your growth initiatives.

The consulting and management strategies that KPI Golf creates are not one-size-fitsall. When our team begins working with you, we start by doing a complete analysis to uncover your club’s distinct objectives and the needs and challenges of your prospects before we do anything else.


## 1 Financial Audit

Financial standing is a driving force behind many decisions that country clubs make. Diving deep into the numbers often tells an important story about how efficient the club is operating, and where we’ll find highest priority areas for immediate and long-term positive impact. 


## 3 Market Position Report

How does your club compare from a pricing and value proposition standpoint in your local marketplace. We’ll report on your competitive set as well as an extensive reputation analysis to guide future marketing recommendations. 

## 2 Operations & Staffing


We want you to understand exactly how your staff and customers are experiencing your facility. We’ll create a thorough analysis of your existing operation to discover your strengths and any potential service inefficiencies that may exist. 

## 4 Club Strategy Guide


Based on your club’s financial standing, current facility operations, and your brand’s position in the marketplace, we will provide specific and actionable written recommendations for your club. 

When we have completed our Discovery phase, you will understand exactly what it will take for your club to achieve both short and long-term success. That's when we can begin initiating solutions you'll need to deliver quick wins for your facility.


## 1 Buying Guidelines

Achieving immediate buying power and deploying controlled procurement processes are some of the quickest wins for country clubs. KPI represents a much larger book of business to vendors and will negotiate advantageous contractual agreements for your club. Deploying proven processes that ensure vendors are continuously competing for your business gives you leverage and brings big dollars to your bottom line. 


## 3 Become Data Driven

Subjective decision making can be poisonous at a country club - particularly Board operated facilities. Establishing a culture of fact-based prioritization brings both immediate and long-term impact. Choices grounded in data are far more likely to be successful than choices based on conjecture, opinion, or personal agenda. Simply understanding the details about what's been working well and what hasn't been working will present quick wins, inform strategy and guide your club toward optimal performance. 

## 2 Expense Auditing

Within the details of every expenditure lies a treasure trove of quick wins for your club. Experience tells us that underperforming country clubs are always over spending in certain areas relative to what the market is presenting. We will root out these inequities and help your club get more mileage for your expenditures immediately. For example: How many phone/data lines is your club paying for? 

## 4 Transitional Management

We will help your club maximize efficiency and capitalize on a shortened timetable. Specific management strategy maximizes potential returns either leading up to or following some sort of trigger event - like a purchase, sale or foreclosure. Usually these events have to do with the valuation of the club before a sale or ramping up performance and service levels after purchasing a new asset. 

# YOUR VALUE PROPOSITION

Once we have addressed your club's most urgent priorities and uncovered some quick wins, we should have established some crucial positive momentum culturally and financially.

Now it's time to measurably improve the product that you're bringing to market vs. your competitive set. Prior cost cutting measures often leave club staffing levels out of position, and the customer experience inadequate.

## 1 Club Operations

A "set and forget" strategy will never work in golf club management. Unless golf clubs are continuously measuring, tracking and evaluating actual results, they're not able to refine these activities and maximize the benefits. Our data-driven approach to golf club operation ensures that we are prioritizing highest impact activities on a continual basis. We're able to accurately evaluate what's been working well, and what is not working well.



## 3 Agronomy

Golf Course Agronomy is a complex subject matter about which many board members, golf course owners and operators do not have deep understanding. An expertly conducted deep dive into this department always yields incredible results. When we investigate golf club agronomy practices, our team of expert practitioners often make impactful discoveries. Whether it's chemical application schedules, overseeding and aerification timetables, staffing levels and payroll, and most of all procurement.



## 2 Human Resources

When it comes to people, we always deploy our core belief of empathy. Simply opening lines of communication with your team brings out wonderful things. Usually, they've just never had a chance to voice their opinions, or to have their ideas heard. Structurally, a centralized HR department brings enormous efficiency for any club.



## 4 Food & Beverage

Experience tells us that every golf course F&B department can be profitable. Success demands versatility. There may be a fine dining component at most clubs, but usually there are many dining outlets to attend to – a casual grill room, the halfway house, snack shop at pool, an on course beverage cart, employee meals, and other touch points. Staffing, cost containment and understanding your customer is paramount.



# WINNING MARKET SHARE

With the club back on its feet and with a marketable product on the table, now it's time to bring in net new business. If we've done our homework, we've created an environment with programming at your club that is going to resonate with your target audience.

As with all businesses, scaling brings its own challenges. We'll work consistently with the club to ensure prosperity, preserve traditions, and mitigating potential risks.

## 1 Membership Sales

For all but the most elite clubs, membership offerings must be presented at market rate levels. In today's market, the value proposition has changed. People don't seem to assign nearly as much value to privacy and exclusivity. Market research is vital. Markets don't care about what memberships cost 20 years ago. They don't care about your cost of goods sold, or any of your expenses either. Markets support the best value proposition.



## 2 Risk Management

Evaluating costs and coverages on insurance plans can be a daunting task, especially in environments with high board member turnover, or inexperienced leadership. Because we are ensuring a multitude of facilities, we can achieve greater leverage in negotiations and get better rates than stand-alone facilities ever can. In the event of a claim we receive the highest possible level of consideration and personalized customer service.



## 3 Growth Marketing

In the past, golf clubs more or less sat around and waited for golfers to come to them. Nowadays there is much more competition for recreational and disposable income. Clubs need to be much more proactive to attract the attention of young families and working-class folks. Centralized golf course management brings with it a set of economies of scale in growth marketing. Core services like graphic design, social media, and advertising resources shared among facilities brings scale.



## 4 Legal

As economic factors shift and change over time, a routine legal audit helps to ensure continued fairness in club contracts and agreements. Trained eyes evaluating current contractual obligations only serves to help a club. Even with the most expert foresight, there are factors that have probably shifted positioning and leverage. We will revisit major contracts on a regular cadence with club ownership.






# COMPETING LONG TERM


Strategic planning for the long term is critical to staying competitive. As capital assets age, they'll need to be repaired or replaced. This can affect the customer and member experience and the long-term viability of the club.

In addition, it's important to take a look at larger scale opportunities that may exist in your market - such as real estate, acquisitions and leasing opportunities. We work with club ownership to plan, budget and execute long-term strategies to ensure your club continues to win the game.


## 1 Capital Improvements

Without proper golf capital improvement planning and budgeting, roofs, tennis courts, and parking lots fall into disrepair. Deferred maintenance means the club will atrophy, unable to legitimately compete long term for net new business. We work with your club leaders to manage capital improvement budgets and help your club stay fresh, and attract new customers and members. 

## 2 Leasing/Creative Solutions

Golf Course owners and operators looking to offload responsibility associated with operating the club should consider leasing options. Lease agreements ordinarily offer excellent security for a virtually guaranteed cash flow. As a club owner, sometimes it's makes most sense to secure a guaranteed return on investment, and simply enjoy the club or go work on other projects. 

## 3 Real Estate & Acquisitions

Golf courses occupy huge chunks of real estate. Sophisticated solutions and preparations are necessary to maximize asset value and return on investment on such properties. Many owners welcome the prospect of finding additional properties or establishing a portfolio of golf facilities in certain geographical areas. Our clients receive the benefit of long lead times and extensive market data in advance of a sale or purchase. Existing clients can also save on commissions that would otherwise be paid to brokers. 

# NEXT STEPS

As a starting point, you can find a host of valuable information on our website:

[Case Studies](#)

[Books & Guides](#)

[Industry Articles & Perspectives](#)

[Our Podcast](#)

[Our Executive Team](#)

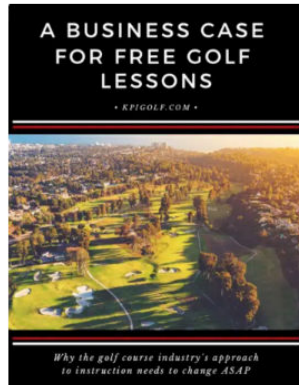
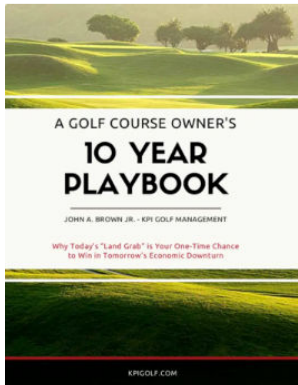
[How to Hire a Management Company](#)

[FAQs](#)

[Submit an RFP](#)

To get in touch, here's our [Contact Info](#) or you can [Book an Exploratory Call](#) with a team member directly.

## Downloadable Resources:



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MANAGEMENT

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